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HUMAN RESOURCES

No. 88



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LABOR

SELECTED ARTICLES ON AGRICULTURAL LABOR, COLLECTIVE CONTRACTS

Advantages of Collective Contract

Moscow KHOZYAYSTVO I PRAVO in Russian No 1, Jan 83 pp 9-13

[Article by V. Zhurikov, chief of the Main Administration for Labor and Social Problems of the USSR Ministry of Agriculture: "The Brigade Contract in the Rural Area"]

[Text] The experience of the farms and research data show that of the permanent labor collectives, the best performance is achieved by those subdivisions (brigades, sections), which employ the job-rate-plus-bonus system, with periodic advances, or which operate with the single brigade (or section) order. This system is known as the brigade (or collective) contract.

This system creates good operating conditions for those who themselves perform most of the cultivation and harvesting operations on land assigned to them. This eliminates the situation in which there is no personal responsibility for the results and increases each individual's responsibility. Wages are paid in the form of advances to the machine operators and other workers throughout the year. They therefore do not try to increase the amount of work performed to the detriment of quality. Important social problems are also resolved in the process. A sense of solidarity and comradely mutual assistance is created, labor and technological discipline is observed, elements of self-management are developed, and material interest in the end results of the work is increased.

In a number of oblasts of the RSFSR, the Ukraine, Uzbekistan, Kirghizia and other areas of the nation, there are many examples of collectives operating effectively with the brigade contract system. For example, 110 sections were operating with this progressive system on farms of Millerovo Rayon, Rostov Oblast, in 1980. A total of 1,073 machine operators were employed in those sections. They worked 80% of the cultivated land. One section member worked 144 hectares of land, compared with 53 hectares in the subdivisions employing the piece-rate system. Farms in that rayon performed the grain harvest more rapidly than did farms in neighboring rayons, which have the same climatic conditions and the same amount of equipment but do not employ the contract system. During the 10th five-year period the grain harvest was 23.7% greater than during the 8th five-year period on those farms. The corresponding figure for neighboring rayons was only 5.7-11.4%.

Last year 278 mechanized sections were operating under the contract system in Belgorod Oblast. They worked almost 15% of the cultivated land there. Crop yields for those sections were 2.6% greater per hectare for grain crops, 22% for sugar beets and 14% greater for silage corn than the average for oblast farms. Production costs per quintal of output were also lower than the average for oblast farms: 0.47 ruble for grain, 1.34 rubles for sugar beets and 0.25 ruble for silage corn. Sections operating under the contract system in Belgorod Rayon, Belgorod Oblast, are operating the most effectively.

Almost all of the cultivated land on the farms of Bashtanka Rayon in the RSFSR's Nikolayev Oblast is worked by machine operators under the contract system. During the 10th five-year period the farm crop yields there were higher than on kolkhozes of neighboring Bereznegovatoye Rayon, where most of the subdivisions employ the piece-rate system: 10% greater for sunflowers, 13% for grain and 31% for sugar beets. Labor productivity is 24% greater on the farms of this rayon, and the net income from crop cultivation is 2.8-fold greater.

Mechanized sections employing the contract system with periodic advances are operating effectively in the Kazakh SSR's Dzhambul Oblast.

Valuable experience in operating under the brigade contract system in crop cultivation has been accumulated on the farms of Sarayev Rayon, Ryazan Oblast. The able-bodied population there is growing constantly smaller, and it therefore became essential to alter the existing forms of labor organization and wages. Mechanized brigades operating under the contract system became the main units there. In 1980 19 of 26 kolkhozes there switched to this labor organization system. More than 60% of the tilled land in the rayon is assigned to 42 economically self-sufficient brigades. Wages are based not on the amount of work performed but on the amount of products yielded. The average grain yield was 20.8 quintals per hectare during the period in which the contract was employed (1974-1980). Grain yields were 6.4 quintals per hectare greater than on kolkhozes not employing this system, sugar beet yields--34.5%, potatoes--28.2% and silage corn--41.1%. Labor outlays were reduced by 44.4% per quintal of grain, 28.6% per quintal of sugar beets. The cost of the mechanized operations dropped markedly.

The brigade contract involves a balanced combination of material interest on the part of the individual worker with the entire collective's interest in achieving the best possible end results. Arguments about "profitable" and "unprofitable" operations are no longer heard, the brigade and section members are now capable of performing all the operations involved in the production cycle, and interchangeability has become possible. This is an important precondition for increasing labor productivity. The brigade contract increases the machine operators' sense of responsibility for the timeliness and the quality of the work, for conservation and thrift, and helps to strengthen labor discipline and to reduce personnel turnover. Experience has shown that many complex issues, of both a production and a social nature, are resolved more rapidly and more satisfactorily in the subdivisions operating under the brigade contract system.

Despite the obvious advantages of this system, however, the farms of a number of krays and oblasts are still dragging their feet with respect to adopting it. Only

8% of the total number of production subdivisions on the crop farms are operating with the brigade contract, while there are even fewer in livestock operations. There are few such subdivisions in Latvia, Belorussia, Moldavia, Lithuania and a number of oblasts in the Ukraine and the Russian Federation.

In accordance with decisions coming out of the May 1982 Plenum of the CPSU Central Committee, the sovkhoz directors have now been granted authority to establish stable (lasting up to 5 years) standard rates for output for payment to brigade and section workers employing this system. This is being done in order to link wages more closely with the end results of the work and to increase the workers' interest in converting to the brigade contract system. These rates are based not on the annual plan, but on production output quotas. The quota for a subdivision or an individual worker is established there on the farm.

In crop production it depends upon the normative yield for farm crops, taking into account the technology, the production conditions and the yield level achieved during the preceding five-year period. In stock farming this quota is determined on the basis of technically substantiated norms for tending livestock and takes into account the system by which they are maintained, the degree of mechanization of the labor process and the productivity level which has been achieved.

The amount of payment for output is increased considerably for the brigades and sections operating under a contract. While the wage rates based on output were formerly established for the workers on the basis of 125% of the planned wage fund, the level has now been increased to 150%. This intensifies the connection between wages and the yield from the fields and the farm productivity, raises the workers' interest in the end results of the work and increases their confidence that the greater and the better the yield, the larger will be their earnings.

The managers of kolkhozes operating under the brigade contract system have also been granted greater authority with respect to defining the procedure for issuing the periodic advances and the amounts of those advances throughout the year, until the harvest has been gathered. Advances to tractor drivers and workers engaged in the irrigation of farm crops may now be paid in accordance with the 3rd-6th time-rate categories; workers performing non-mechanized jobs--according to the 3rd-5th categories. The size of the advances may also be based on the amount of wages specified by production charts for jobs involved in the cultivation of farm crops assigned to a brigade, a group or a section. The procedure for paying the advances is established on the farm, according to the wishes of the workers themselves.

Sovkhoz directors have been granted authority to establish wage rates per quintal of output in livestock production for the farms and brigades, which take into account not only the basic workers (milkers, livestock tenders), but also auxiliary workers (mechanics, workers in the feed preparation shops and so forth). This wage system motivates the stock farm workers to accept the brigade contract system and to perform the operations with fewer personnel than specified by the stock tending quotas and norms governing numbers of personnel.

The sovkhoz directors are permitted to take the specific production conditions into account for awarding bonuses to workers engaged in crop production or stock farming on the basis of indices worked out on the farm. This permits the establishment on each farm of a bonus system, which makes it possible to link the amounts of the bonuses more closely to the end results of the work performed by the brigades, groups and sections, as well as to take the contribution made by each member of the collective to the overall results and his observance of labor discipline into account for determining the amounts of the bonuses.

In addition, the Statute "On the Procedure for Conferring Grade Ratings (I and II Ratings) upon Agricultural Specialists in Charge of Crop Cultivation or Livestock Brigades on Sovkhozes and Other State Agricultural Enterprises," approved by the USSR Ministry of Agriculture on 22 March 1982, allows for these ratings to be conferred upon individuals successfully operating under the brigade contract system. Wage increments (as a percentage of the salary for the position or of the retained wage or wage rate) are established for specialists awarded the grade ratings: up to 50% for Grade I and up to 30% for Grade II.

The performance of the brigades (or sections) must be defined by an agreement with the farm management. Collectives operating under contract must have the right to independently resolve basic matters pertaining to their production work, to exercise mutual control over the fulfillment of the jobs and their quality, and to determine the sizes of additional payments and bonuses paid to each worker for the end results. Without the agreement of the brigade (or section) members, the farm leaders may not use their equipment or workers for performing jobs not pertaining to the cultivation of farm crops assigned to their subdivisions. Experience has shown that where these principles are not observed, the contract subdivisions rapidly fall apart or perform at less than full capacity and without the proper output.

The composition of the brigade (or section) must take into account the specific production conditions, the specialization and technology and the availability of equipment. Contract sections of 9-12 machine operators are most common, for example, on the farms of Millerovo Rayon, Rostov Oblast, where the fields are large and grain crops account for up to 63% of the total cultivated area. They are assigned 1,700-1,800 hectares of crop rotation land and the necessary equipment.

The largest mechanized brigades in Bashtanka Rayon, Nikolayev Oblast, have been converted to the contract system. They consist of 15 to 18 or more workers and are assigned areas of 2,500-3,000 hectares with crop rotations. In the Altay Kray situation these sections consist of 5 to 9 workers, and the brigades have no more than 15. In the Nonchernozem Zone of the RSFSR (in Sarayev Rayon, Ryazan Oblast, for example), the brigades have 10-15 machine operators, with single- or double-crop rotations on an area totalling 1,500-2,500 hectares assigned to them. For raising and harvesting sugar beets with industrial technology, it is recommended that the sections consist of 6-12 machine operators with 100-200 hectares of crop land assigned to each.

Experience has shown that contract collectives made up of equally skilled machine operators who perform their jobs conscientiously operate most effectively. There are not enough machine operators on the kolkhozes and sovkhozes, however, and in

this situation the brigades and sections have to be formed with available tractor drivers and other machine operators with varying skill levels and workers from other occupations. The role of the advance payment is especially great in this case. It is very important to establish the amount of advances for every member of the section, which corresponds to his skill level and his contribution to the achievement of the end results.

The farm leaders frequently do not attach proper importance to this matter, however. Some feel that the amount of the advance should be the same for all the brigade members, that this conforms to the spirit of the collective contract, while others believe that the advances should be differentiated. They frequently ignore the opinions of the collective when establishing the procedure for giving the advances and the amounts of the advances.

Routine decision making has no place in this matter. One thing is clear--that wage equalization is out of the question for machine operators with different skill levels. The excessive differentiation of advances has also not been beneficial in many cases. The size of the advances must obviously be established on the basis of the individual performance of the machine operators and must reflect the quantity and quality of the work performed by each brigade (or section) member. The payment of advances and of additional sums and bonuses for output at the end of the year must be based on this.

Each member of the collective is paid an equal advance calculated at 6 Rubles 10 kopecks per day in Ya.Ye. Yakovlev's section on the Mir Kolkhoz in Torzhok Rayon, Kalinin Oblast. The advance is differentiated in accordance with the type of work performed on the Kolkhoz imeni Komintern in Sarayev Rayon, Ryazan Oblast: 3 rubles 50 kopecks for equipment repair work, 3 rubles 80 kopecks for transport operations, 4 rubles 80 kopecks for field work and 6 rubles for combine operations. Some farms differentiate the advances on the basis of the type of tractor assigned to a driver or on the basis of coefficients and points characterizing the jobs of the machine operators and taking into account their knowledge, skills and their attitude toward the work. The advances are increased during the period of the most important agricultural operations (the planting and especially, the harvesting).

Labor participation coefficients (KTU) are employed for determining more precisely each worker's individual contribution to the achievement of the overall results. The labor participation coefficient is mainly used for distributing the additional payments and bonuses for output, although it can be used for establishing the amounts of differentiated advances. Adjustments in individual wages in accordance with each worker's work participation coefficient and taking into account how effectively he performs, can be carried out in both the collectives employing the system of identical advances for all the members and those making periodic payments (advances) in differentiated amounts. In order to assure the most effective employment of the labor participation coefficient, the indices are established at a general brigade meeting before the field work season begins. Conflicts can be avoided in the collectives by observing this requirement.

Other systems for determining the amounts of advances and distributing the additional payments and bonuses for output are also being successfully employed. It is very important to consider the specific production conditions existing on the

farms, the real contribution made by each brigade member to the overall results and the opinions of the machine operators on the matter.

It has to be pointed out that some farm leaders and specialists, as well as local agricultural agencies, do not thoroughly understand the importance of progressive forms of labor organization and wages with respect to increasing production effectiveness. Some of them doubt that the brigade contract can have a sizable effect, and they therefore do not work persistently and purposively toward its adoption.

There have been cases in which subdivisions operating successfully under the brigade contract system have fallen apart when the farm leadership was replaced. The Entuziast Sovkhoz in Turgay Oblast, for example, was among the first in the nation to successfully adopt the brigade contract, and good results were achieved. New leaders took over, however, with a different attitude toward the system, and the subdivisions employing it began to deteriorate.

In a number of places the spread of the brigade contract system had been negatively influenced by the inability to combine it with temporary formations created on the farms to perform specific operations (planting, harvesting and hauling, and others). We also have some good experience in this area, however. On certain farms in Nikolayev Oblast, for example, the temporary teams are made a part of the permanent brigades, while in Rostov Oblast, harvesting and hauling teams are made up of the machine operators in two sections.

The brigades (sections) operating under the contract system are complex socioeconomic formations. Not only are cooperation and division of labor among a specific group of workers practiced within these formations, but the corresponding economic and social-psychological relationships also develop there. The farm directors and specialists must therefore take these factors into account and exercise creativity in creating the subdivisions to operate under brigade contracts. Bureaucratic administration has no place in this matter.

Thorough preparations must be made on each farm for the conversion to the new system of labor organization and wages. It must thoroughly work out the types of labor collectives most acceptable for the farm, as well as their qualitative and quantitative makeup, taking local conditions into account, and so forth. An important role is assigned to the explanatory work and to the study of progressive experience. The machine operators must clearly understand the advantages of the progressive forms of labor organization and wages.

In a rayon the brigade contract should initially be introduced on two or three of the most typical farms (subdivisions). They can then serve as a sort of school of advanced know-how for the other kolkhozes and sovkhozes. In process, it is important to increase demands with respect to production planning, material and technical support for the mechanized subdivisions, the fulfillment of contractual commitments and the organization of control over the performance of the labor collectives.

Experience has shown that the brigade contract contains large reserves for increasing yields from the fields and enhancing the effectiveness of agricultural production.

Contract System Praised, Criticized

Moscow MOLOCHNAYA PROMYSHLENNOST' in Russian No 4, Apr 83 pp 1-4

[Article by V.S. Konarygin, RSFSR minister of the meat and dairy industry: "Enhance the Effectiveness of the Brigade System of Labor Organization and Incentives"]

[Text] In his report at the November 1982 Plenum of the CPSU Central Committee, Comrade Yu.V. Andropov, general secretary of the CPSU Central Committee, stressed the following: "We must create conditions, economic and organizational, which will motivate the people to work productively and well and to exhibit initiative and enterprise."

The end results of the operations of enterprises depend to a great degree upon collective efforts, upon the coordinated interaction of all those performing the work. Adoption of the brigade system of labor organization and incentives is especially important in this respect.

The RSFSR Ministry of the Meat and Dairy Industry has worked out and is implementing a special comprehensive program for the period 1981-1985. The "Labor Productivity" program calls for achieving 8.6% of the growth in labor productivity (one third of the growth set for the ministry by the overall assignment for the five-year period) by adopting progressive forms of labor organization and incentives, primarily the brigade system and the experience of the Shchokino Chemical Combine, in combination with a group of other measures aimed at the scientific organization of labor.

The comprehensive method for improving labor organization, material incentives and planning, based on the Shchokino Chemical Combine's experience, has been adopted at 324 enterprises, and the number will increase to 440 by the end of the five-year period.

It is planned to reduce the need for workers by 14,100 people and to achieve a growth in labor productivity of at least 6.7% in the dairy industry during the years of the 11th Five-Year Plan by adopting the brigade system of labor organization and by applying scientific organization of labor.

At the present time more than 10,000 brigades encompass over 70% of the workers in the industry. More than 60% of the brigades work under a single order with payment based on the end result, and more than 70% of the brigades distribute extra earnings and bonuses on the basis of the labor participation coefficient.

Experience has shown that in those associations and at those enterprises where the brigades have planned assignments, engineer support and active councils, and where the wages are distributed in accordance with the work participation coefficient and the work is performed by the top managers jointly with public organizations, the brigade system has become an important tool for increasing labor

productivity and production effectiveness. This is confirmed by the purposive work performed to enhance productivity on the basis of brigade systems of labor organization and incentives at enterprises of the city of Moscow, the Bashkir, Moscow Oblast and Ryazan Dairy Industry Associations and others.

At enterprises of the Bashkir Dairy Industry Association, for example, the brigades include 73% of the workers, 71% of the brigades use the labor participation coefficient for distributing additional wages and bonuses, and 95% of them have work certificates. Labor productivity increased 14% in that association in 1982, compared with 1981, the normative net output volume increased by 15.5%, personnel turnover dropped 3.4 points, and nonproductive losses of worktime were reduced by 5%.

The 11th Five-Year Plan is a five-year plan of vigorous effort to increase labor productivity and improve product quality, and it would be difficult to overestimate the role of the brigades in this matter. The start-to-finish sour cream production brigade headed by G.P. Slezova at the Novocherkassk City Dairy, for example, performs well. It consists of 20 people and it increased output volume by 9% and labor productivity by 12.4% in 1982, produced 267 tons of products over and above the plan and saved 7,700 rubles worth of raw and auxiliary materials, while turning out an excellent product.

The collective of the curds production brigade led by T.N. Mil'neva at the Ryazan Dairy Combine, which has 20 members, increased production output by 26% and labor productivity by 25% in 1982, compared with 1981, and exceeded the plan for sour cream quality by 16% and curds quality, by 8%.

The milk bottling brigade headed by Yu.A. Strashkov at the Moscow Dairy Combine fulfilled the 1982 plan on 16 December and processed 560 tons over and above the plan. With a smaller workforce, it reduced labor consumption per unit of output by 10.4% in 1982, compared with the 1981 level, and saved 16 tons of milk by improving the work quality.

As a rule, violations of labor discipline are considerably reduced under the brigade labor organization system.

At the same time, possibilities for increasing labor productivity by adopting new collective labor methods are not being fully utilized due to inadequate organizational work on the part of management.

Despite the relatively high degree to which the workers have been involved in the brigade labor organization system for the RSFSR Ministry of the Meat and Dairy Industry as a whole (71.5%), its effect is still extremely inadequate with respect to enhancing performance effectiveness in the branch.

We must stress the fact that the problem of creating the new type of brigades cannot be dealt with in a superficial and simplified manner. The brigade system must become the main labor organization system during the 11th five-year period. And it is not a matter of simply increasing the number of brigades and the number of workers involved in the brigade system. The tasks of involving more workers in production control, improving labor discipline, enhancing work effectiveness and developing an attitude of thrift toward socialist property are becoming socioeconomic and political tasks.

The brigade becomes the primary component in the management structure of an enterprise and must meet the requirements made of the new type of collective. If production assignments are not set for the brigade, if it does not operate with a single order and if it is oriented toward the end results of the work by employing the work participation coefficient, this means that it has been established only on paper. In such a case we suffer not only significant economic damage, but also a no-less-important moral loss.

Proper selection of the collective's leader, the brigade leader, is also important. Not every worker would be able to direct and lead a collective. Today's brigade leader is a worker, an organizer and an indoctrinator. The success of the operation, the effectiveness of the brigade council and the psychological atmosphere in the collective depend to a significant degree upon his authority.

The brigade leaders must know all the subtleties of the brigade system of labor organization and incentives, and this means that they must all receive the necessary training and improve their skills in special courses and at schools of advanced know-how. The Ministry conducts this sort of training and will continue to do so.

The effectiveness of the brigade's performance depends to a significant degree upon the level of engineer support. There are many shortcomings in this area, however. The engineer support plans for the brigades frequently do not correspond to the enterprise plans, they are of a generalized nature and do not help to improve the work.

An experiment conducted at the Podol'sk City Dairy, the Moscow Dairy Combine and other enterprises to stimulate the work of engineers and technicians is highly important in this respect. It confirmed the need to make them more creatively active. The adoption of this experience in the branch will make it possible to considerably increase the interest of engineers and technicians in the development of the brigade labor organization system.

The plan assignment is the determining factor, the one most greatly affecting the end results of the brigade's work. One still frequently observes in the compilation of the brigade's plan a formal approach, distortions and outright ignorance as to how this is done. The specific nature of the work in the dairy branch, in which there is an uneven flow of raw materials for processing, with large rises and falls in volumes, requires flexibility and efficiency for determining the size of the brigades and their plan assignments. Because of this, we must improve the wage system, bringing it into closer conformity with the contract wage system, in order for the principle of producing more with fewer workers to function and in order for this factor to be the decisive one in the achievement of growth in labor productivity.

The Ministry has ordered all the services and subdivisions involved to perform the necessary work and see to it that the plan assignments are delivered to the brigades in good time and are skilfully explained, taking the brigade's specific conditions into account, and that the brigade achieves concrete, visible and clear economic effectiveness in its work.

At many enterprises the work participation coefficient is applied only formally, and wages are frequently paid without considering the work quality. It is important to improve the system for distributing the brigade's earnings so as to consider each member's personnel contribution to the overall of the work, most accurately and objectively.

The strengthening of discipline and the enhancement of organization at all levels of the management system, at each work station, constitute one of the crucial factors in the campaign to enhance production effectiveness and improve the quality of the work.

All instances of violations of the established work routine--absenteeism, lateness, leaving early for lunch, returning late from lunch, stoppages during the shift through the fault of workers--must be considered by the brigade council and then at a general brigade meeting. This practice enhances the collective's indoctrination role, since each member of the brigade is accountable to it and the collective holds the members strictly accountable for violations. The development in the workers of a communist attitude toward labor is the basis for the further growth of their production activeness and the achievement of new labor successes.

The enhancement of effectiveness in the brigades' performance is inseparably linked to the improvement of production and labor organization, based on the application of scientific organization of labor. Because of this, the Ministry plans to increase the number of workers covered by standard plans for organizing the work stations to 60% of all the employees in the branch by the end of the five-year period.

The establishment of performance standards has an important role under the brigade labor organization system. The effectiveness of a brigade's performance depends greatly upon the determination of its proper size. Only technically substantiated output quotas guarantee proper determination of the sizes of the brigades and assignments for growth of labor productivity.

We know that the output quotas which have been in effect a long time are holding up the growth of labor productivity, that not all of the enterprises work out regular plans for reviewing the quotas and that this work is not always coordinated with the performance of organizational and technical measures or efforts to assure fulfillment of the established annual plan assignments for growth of labor productivity. We must do everything possible to support and stimulate initiative on the part of the workers with respect to the reviewing of quotas and the fulfillment of assignments with a reduced workforce.

In connection with the conversion of the brigades to the single order system, the Ministry is preparing recommendations for the development of enlarged output quotas for the various types of production work. This will make it possible to reduce the number of quotas in effect and will simplify record keeping.

The dissemination of undertakings and initiatives by collectives of the best enterprises and brigades with respect to increasing production output by making fuller use of existing capacities and through modernization and the technical reequipment of production is contributing a great deal to the accomplishment of tasks set for the five-year period.

In 1983, for example, the collective of the Ostankino Dairy Combine is channeling the efforts of competing brigades into the continued enhancement of effectiveness and quality throughout the operation with the slogan "Honor and Glory--in Labor." The collective has committed itself to reduce losses of worktime by 20%, to reduce personnel turnover and cut overtime. The collective of the Blagoveshchenskiy Dairy Combine in Altay Kray has launched competition among the brigades for the establishment of good labor and production discipline. This will contribute to the growth of effectiveness and improvement of the work quality.

Competitive reviews are conducted at enterprises in order to disseminate advanced know-how, including competitions for the best job of developing and improving the brigade system of labor organization and incentives, competitions in growth of output volume achieved by increasing labor productivity, one for best collective in mechanization and reduction of manual labor, and others. There are permanent, All-Russian schools of advanced know-how in brigade labor organization.

We also have a great many shortcomings in the study and dissemination of advanced know-how, however. One of our important tasks is therefore that of studying and summarizing the experience of the outstanding brigades and workers in the organization of labor, interchangeability, the combining of jobs and the reduction of labor outlays, as well as the improvement of production processes, modernization of the equipment, mechanization and automation of production. We must increase the effectiveness of socialist competition for the achievement of best indices for labor productivity and create a climate of creative quest in each collective.

At the joint meeting held in November of 1982 the Board of the RSFSR Ministry of the Meat and Dairy Industry and the Presidium of the Central Committee of the Trade Union of Food Industry Workers discussed the state of affairs with respect to the adoption of the brigade system of labor organization and incentives at enterprises of the meat and dairy industry, and noted that there are elements of formalism in this work. Many brigades which have been created according the reports from the enterprises do not measure up to all of the requirements set for them. Their labor productivity is increasing extremely slowly, personnel turnover is practically not being reduced, and the workforce has actually been cut very little.

Steps have been outlined for enhancing production effectiveness by improving the work of establishing the brigade system. Heads of industrial and production associations and enterprises and of the appropriate trade union committees are charged with responsibility for its accomplishment. Planning, Accounting and technical services of the Ministry have been drawn into this work. It is planned to expand the training in schools of advanced know-how. Specific tasks have been set for improving the establishment of labor standards.

The main task is one of directing the efforts of all the services toward the extensive adoption of the brigade system of labor organization and incentives, with the active participation of party and trade union committees, and of increasing labor productivity and production effectiveness by this means.

Increased demands must also be made of those in charge. Experience has confirmed the fact that the brigade labor organization system is an important reserve for

conserving labor resources. Failure to adopt it, the same as taking a formal approach to the job, will prevent the achievement of continued growth in labor productivity. It will be impossible to resolve the problem of labor resources without adopting the brigade labor organization system, the Shchokino method and other ways of enhancing the effectiveness of public production and labor productivity. This work must be considered as an extremely important criterion for assessing the performance of an enterprise and of the branch as a whole.

The work being performed by the RSFSR Ministry of the Meat and Dairy Industry to perfect labor organization will help to conserve agricultural raw materials, increase the output of food products, make them tastier and contribute to the continued growth of labor productivity and production effectiveness and consequently, to the implementation of decisions coming out of the 26th CPSU Congress and the Food Program.

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Brigade Contracts Adopted Sluggishly

Sverdlovsk URAL'SKIYE NIVY in Russian No 2, Feb 83 pp 2-5

[Article by V. Bashmachnikov, deputy director of VNIETUSKh (expansion unknown); V. Bersenev, worker with the Ural Zonal Department; and A. Temnikov, deputy chief of the Sverdlovsk Oblast Agricultural Administration: "The Brigade Contract--Why is it not Being Adopted Everywhere?"]

[Text] In agriculture in recent years a large role has been assigned to the brigade contract as a progressive form of labor organization. The Food Program contains the following direct statement: "We must disseminate experience in the use of the brigade contract, as well as the experience of sections operating with the system of payment for the job plus bonus for output."

Every oblast in the Urals has individual, positive examples of this. The brigade contract has not been extensively employed for a large number of reasons, however. We shall discuss these in our article.

Some managers and specialists take on this task but do not carry it out in a comprehensive manner. They introduce some single element of the system (the practice of payment for the job plus bonuses, with periodic advances, for example). Not all of them take into account the complexity and the multi-level nature of inter-related factors which must be borne in mind during the preparatory period. At this stage the managers and specialists need to be taught how to operate under the new conditions, the machine operators should be prepared for converting to the new contract system, an organizational and production structure appropriate to the brigade contract should be created for the farm, an assessment should be made as to whether the materials and equipment base conforms to the new labor organization forms and the types of contract collectives to be formed and the methods to be used for forming them should be defined.

This work should not be started until the managers and specialists themselves become convinced that it is necessary. We know, after all, that some of them deny the progressive nature of this form of labor organization and payment. They fear that productivity will drop if everyone receives equal periodic advances, erroneously assuming that this is the only system for issuing advances, and are afraid to transfer management functions to the labor collectives. Some agronomists feel that the machine operators cannot make proper decisions with respect to agricultural practices. A number of managers are not certain that the machine operators will measure up to their positions in the new situation. These psychological nuances of people cannot be ignored. They must be neutralized by means of classes and the study of the experience of outstanding workers and special literature.

The collective forms of labor organization make special demands of the job skills and efficiency of people. The psychological unpreparedness of machine operators to work under the "cooperative" system is a major impediment to the brigade contract's adoption in crop cultivation. Many of them have become accustomed to receive their wages immediately after the field work is completed, placing their personal interests above those of the collective, and they do not wish to assume responsibility for the overall job. It should be borne in mind that highly skilled and conscientious machine operators are unwilling to enter into the collective wage system, fearing that their abilities and their conscientious work will not be properly appreciated. It has been noted that collectives made up exclusively of experienced machine operators are more inclined to fall apart.

Opponents of the collective contract frequently claim that we lack the necessary personnel for its adoption. We cannot develop a collective sense in people, however, with words alone. We must do it with deeds. V.Ya. Pervitskiy has graphically noted with respect to this matter that "working without an order can only lead to disorder." We need to use the more simple forms (partial contracts, specialized sections) for converting to the brigade contract system. The phased conversion to more perfect and higher forms of collective labor and wages is the most reliable method of assuring their survival. Here are some examples. Osipov's Chernobrovskaya Brigade on the Loginovskiy Sovkhoz was formed out of three specialized sections, which had operated since 1972. The well-known section of Hero of Socialist Labor Darbayev on the Katayskiy Sovkhoz in Al'menevskiy Rayon, Kurgan Oblast, was formed after its future members had tested the collective wage system in actual practice during the harvesting.

This does not mean that we can do without organizational and agitation work, however. It must be purposefully conducted by all agricultural managers and specialists, with the main attention given to the clarification of the wage terms, the rights and obligations of collectives operating under contract.

The introduction of the brigade forms of labor organization and wages depends upon the qualitative and numerical availability of personnel (age, sex, skills) for the farms. When there is a shortage, the members of subdivisions converting to the collective contract are frequently taken away to perform other jobs, and this is not desirable.

We know that it is easier for the youth to accept new things, and it is therefore preferable to involve the youth in the adoption of the brigade contract system.

The instability of the collectives frequently occurs because the farm's production organization structure is not suitable for the brigade contract system (when the land assigned to a specialized section is in three widely separated locations, for example). Sections operating without the job order in crop cultivation are stronger on those farms where the crops are sensibly concentrated for the subdivisions, the fields have been consolidated and the appropriate crop rotations have been introduced. The creation of a production organization structure appropriate to the brigade contract sometimes involves considerable material and labor outlays (especially for creating general-purpose sections for a crop rotation system), and the managers and specialists are therefore not always willing to undertake this. We must have them, however, and it should be borne in mind that the expenditures are later more than recovered as a result of the good yields. The development of subdivisions operating without the job order depends greatly upon the degree to which they are provided with the necessary equipment. The entire set of necessary machinery must be assigned to them.

The level to which the workers are prepared, the production organization structure and the materials and equipment base on the farm should be taken into account for deciding what type of collectives to create--specialized or general-purpose. Both types have advantages and disadvantages. It is easier to select the members for specialized sections and to set up the advance payment system for them. It is more difficult to assure their optimal level of employment at their "own" jobs and their independence, however, and more difficult to motivate them to improve the productivity of the fields. It is sometimes more difficult to make up the general-purpose sections, but they are assured of fuller employment and they have an interest in improving the productivity of the land. If, for some reason, they do not receive the additional payments and bonuses for one crop, the shortage is made up for the machine operators with another crop which has produced a greater yield in the given season. We actually find both specialized and general-purpose collectives on the same farm. These should not be pitted against each other, because they can compliment each other.

There are different methods for introducing the contract system. Sometimes, a highly effective section is created on a farm, which produces good results from the very start. These sections are formed by carefully selecting the members on the basis of their social and psychological compatibility, people who indicate a desire to work under the single-order system.

The conversion to the contract methods on a farm can be carried out gradually, by applying the principle of moving from the simple to the complicated. In this case temporary collectives or small sections are created in the beginning. They perform a certain, single operation (preparing feed or silage, applying fertilizer or harvesting grain). Then, as the people become better prepared, the general-purpose sections are formed.

Both methods have their pluses and minuses. It is easier to achieve an effective brigade contract system when a single collective is made up of good machine operators. In this case, however, it is more difficult to adopt the brigade contract in other subdivisions because of a lack of skilled workers. The second method makes it possible to convert the entire farm to the contract system, although not immediately.

The following tasks have to be accomplished before order is issued for the organization of a collective to operate without the order. The technological and organizational planning for the work must be completed. The wage fund must be established. The procedure for the issuing of advances must be defined. Disciplined workers must be selected, taking into account their compatibility, their skills, their attitude toward the work and their age. Good working conditions must be created, and socialist competition has to be organized. The draft contract agreement must be prepared.

The optimal proportions of workers, equipment and land for the production process must be established as part of the technological and organizational planning. The number of machine operators for the collective must be precisely specified. They must be able by themselves to perform at least 70% of the operations involved in producing the crops. It is not desirable to base the number of members in a section on the number required during the peak period of the harvest, since there will be nothing for some of them to do when the work load drops. In short, a situation must be created in which the bulk of the wages for machine operators during the field work season goes to them. On the Loginovskiy Sovkhoz the brigade members spend 50% of their worktime on the fields assigned to them. It is planned to increase this level to 65%. Nor can we forget about agrotechnical needs. A section must have enough workers and equipment to perform the main field jobs within technologically optimal periods of time.

It is important to correctly determine the size of a collective. It is better for a collective not have more than 10 members. Ordinarily, they work together on the same field most of the time, communicate with each other and have the opportunity to help each other and monitor each other's performance. This becomes difficult for the large collectives, when the machine operators work at various sites.

The continuous-flow organization of the field work is universally employed on an extensive basis, with large temporary groups of workers (composite groups, teams). The use of such groups does not contribute the development of the brigade contract system and frequently leads to a breakdown of the contract subdivisions. There are several reasons for this. The first reason is that, while performing a portion of the operations--in the harvest, for example--the composite groups and teams receive wages out of the general fund. This undermines concern for the final output on the part of the composite groups and teams. In the second place, the large production formations (especially those embracing the entire farm) frequently do not perform the field operations well. The small size of the harvested areas and frequent moves, which reduce the labor productivity of machine operators in the composite groups and consequently, the amount of their earnings, are a part of this problem. In order to increase their earnings, they try to increase their output by moving more rapidly. The quality of the work deteriorates as a result. Administrative control is not always effective in such situations.

The way in which the composite groups operate frequently makes it difficult for the contract subdivisions to perform the field work at the best times. For example, those sections and brigades whose land is worked last by the composite groups are at a disadvantage with respect to the harvest, because this leads to losses of farm crop yields.

How can the work in the contract subdivisions be set up so as to assure that it is carried out smoothly, evenly and uninterrupted on the one hand, while eliminating the above deficiencies inherent in the temporary formations, on the other? Three different methods of organizing the continuous-flow work system can be used, depending upon the specific conditions. It is useful, for example, to create small temporary composite groups out of the sections for the harvesting work, which include permanent members and a small number of outside workers. The latter can be paid either on the basis of individual piece-rates for the amount of work they perform or using the procedure accepted in the section. It is best to resolve these matters with the agreement of the parties concerned.

A second method of flow-line organization of the work involves the transfer of certain jobs such as the application of organic fertilizer to the field or treatment of the crops with toxic chemicals, for example, to other specialized subdivisions.

In the third case the sections are combined into a single team for the performance of certain general jobs (the storing of silage or the application of organic fertilizer, for example). The need for cooperation among the sections is ordinarily due to a shortage of equipment or to the specific nature of the technology employed.

Collective payment for the end result has to be the economic foundation for the brigade contract system. Well-conceived production planning is highly important. In the past these two factors were not always linked together. The planning was carried out on the basis of the level achieved. In this case the machine operators which had formerly obtained lower crop yields were in a more advantageous position with respect to wages than those who had already achieved certain successes. The present statute on wages permits rates for output to be established for the contract sections on the basis of a standard yield (production standard), the calculation of which takes into account the actual yield level achieved over the preceding 3-5 years and changes which have occurred in the circumstances (their provision with equipment and fertilizer, and so forth). This procedure is more promising. Furthermore, the rates based on output should be stabilized for a number of years. They should not be altered during the field work season.

It is also important to properly employ the principle of payment for labor. The procedure for issuing advances is especially important. Since the section members have different occupation skill levels and different attitudes toward the work and toward the collective interests, the establishment of equal advances for the amount of time worked should not be taken as the reference point. This should only be done after the collective has firmed up, when all of its members are making an equal contribution to the overall job. Equal periodic advances can be established from the very first for those sections for which, by mutual agreement, machine operators with identical skill levels have been selected.

Successful employment of the brigade contract is possible when the collectives are granted administrative independence. It is highly important to select a capable section leader. The statute on the production brigade grants collectives which have converted to the brigade contract system authority to distribute additional payments and bonuses, to reward the best members of the section, as determined from the socialist competition results, and to select those who are to work with them.

The brigade contract system is more effective when a collective includes one or two highly skilled machine operators capable of performing all or most of the field operations involved in the cultivation of the crops assigned to the section.

The organization of socialist competition must be altered for the adoption of the contract system. Such changes should be based on the collective form of labor rivalry for quality performance and the achievement of good end results. Individual rewards based on the competition results on a farm or within a rayon should be given at the recommendation of the section or brigade council. Socialist competition among crop farmers within a rayon can be directed toward the achievement of the greatest yield or increase in yield.

Only when all of these problems are taken into account can the brigade contract system demonstrate its effectiveness as a progressive form of labor organization.

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Contract Agreement Procedures

Moscow ZAKUPKI SEL'SKOKHOZYAYSTVENNYKH PRODUKTOV in Russian No 4, Apr 83 pp 38-40

[Answers to readers' questions by A.N. Lubkov, head of the Department of Production Work and Wages under the Central Committee of the Trade Union of Workers in Fruit and Vegetable Farming and Procurement: "The Collective Contract: the Procedure for Concluding and Registering an Agreement"]

[Text] At the November 1982 Plenum of the CPSU Central Committee Comrade Yu.V. Andropov, general secretary of the CPSU Central Committee, identified the continued development of socialist democracy in its broadest sense, that is, increasingly active participation by the workers in the running of state and public affairs, as the most important task of party, state, trade union and management agencies. The collective contract is an important means of increasing the creative activeness of the masses. Beginning in 1983, the collective contracts of associations, enterprises and organizations will be registered with higher-level management and trade union bodies. This procedure has been established by a decree passed by the AUCCTU Presidium and the State Committee of the USSR for Labor and Social Problems on 16 December 1982.

At the request of the magazine's editorial board, A.N. Lubkov, head of the Department of Production Work and Wages under the Central Committee of the Trade Union of Workers in Fruit and Vegetable Farming and Procurement, answers questions from the readers on the practical implementation of this decree.

[Question] What has brought about the new procedure for registering collective agreements at enterprises, in associations and organizations?

[Answer] The collective agreement is an important tool by means of which the trade union committees accomplish a dual task—that of assuring growth of public production, while simultaneously concerning themselves with the workers' working and living conditions, the protection of their rights and improvement of their welfare.

It is a known fact that collective agreements are not being fulfilled satisfactorily at a number of enterprises and in certain organizations. Taking advantage of the passivity of certain trade union committees, they deal only formally with this important document and do not render accountability at workers' meetings on the fulfillment of commitments covered in the bilateral agreements. Points have been included in this important document, which are in conflict with existing laws.

The collective agreements are to be registered, beginning in 1983. This is being done for purposes of raising the role of collective agreements in the comprehensive accomplishment of economic and social tasks, increasing the responsibility of management and trade union organizations for their substance and their fulfillment and the substantiation of the commitments outlined, and eliminating points which are in conflict with labor laws and other normative acts in effect.

The general statute on the procedure for registering collective agreements concluded at enterprises, in associations and organizations, is set forth in the special decree mentioned above. On 1 February 1983 the Board of the USSR Ministry of Procurement and the Presidium of the Central Committee of the Trade Union of Workers in Fruit and Vegetable Farming and Procurement approved a procedure, coordinated with the AUCCTU and the USSR State Committee for Labor and Social Problems, for the registration of collective agreements concluded in associations (combines) and organizations and at enterprises in the procurement system.

[Question] At what enterprises and in what organizations are collective agreements concluded, and when?

[Answer] Under the Statute on the Procedure for Concluding Collective Agreements, established by a decree of the Presidium of the AUCCTU and the USSR State Committee for Labor and Social Problems on 26 August 1977, collective agreements are concluded in production associations (combines) and scientific production associations, at industrial, construction, transport and agricultural enterprises, in material and technical supply organizations, in scientific research organizations (establishments) and in survey, planning, design, planning and design and technological organizations under the USSR Ministry of Procurement. All of these enterprises and organizations must have an independent budget and constitute legal entities.

Collective agreements are also concluded at enterprises in production (structural) units which are a part of a production association, within the limits of the authority granted to them. With the permission of the central, republic committee of the trade union and the appropriate ministry (Union republic or republic), a collective agreement need not be concluded in production (structural) units which are a part of an association (or combine), if they are located within the boundaries of a single rayon or city.

In All-Union or republic industrial associations, a collective agreement is concluded in each production association (or combine), enterprise or organization which is a part of the industrial association. In accordance with the established procedure, collective agreements are accepted at meetings (or conferences) of the blue- and white-collar workers annually, no later than February.

[Question] What sections must a collective agreement contain?

[Answer] In accordance with the Statute on the Procedure for Concluding Collective Agreements, it must consist of the following 12 sections:

1. Fulfillment of the State and the Counter Plan and Socialist Commitments;
2. Development and Improvement of Socialist Competition and the Campaign for a Communist Attitude Toward the Work;
3. Adoption of Scientific and Technological Achievements, Advanced Know-How, Scientific Organization of Labor;
4. Payment and the Establishment of Standards for Labor;
5. Involvement of Blue- and White-Collar Workers in Production Management;
6. Enhancement of the Skills, the Economic Knowledgeability and the General Educational Level of the Workers;
7. The Strengthening of Socialist Labor Discipline;
8. Indoctrination, Training and Organization of the Labor for the Youth;
9. Labor Protection and Social Insurance, Medical Services, Organization of Opportunities for Rest and Relaxation and Treatment at Sanatoria and Health Spas;
10. Working and Living Conditions for Working Women and Assistance in Bringing up Children;
11. Housing and Consumer Services for the Workers and the Organization of Public Catering;
12. Cultural-Indoctrinational and Physical Culture Work Among the Workers and Members of Their Families.

The collective agreements must contain specific commitments and indicate the periods for their fulfillment and the individuals responsible. They must contain the basic principles worked out and adopted at the enterprise itself on matters of labor and wages, worktime and breaks, the strengthening of labor discipline, protection of labor, and other points.

The following are attached to the collective agreement: plans for the technical development and organization of Production (including measures for the adoption

of scientific organization of labor and progressive technology, mechanization and automation of production processes, mastery of the production of new types of products and enhancement of the product quality); the adoption of advanced production know-how, inventions and rationalization proposals; estimates for expenditure of economic incentive funds; agreements on labor protection, and other materials prepared in accordance with directives issued by the ministry, the department and the central and republic trade union committees.

[Question] How are measures to improve working conditions, including job safety, reflected in the collective agreement?

[Answer] I have already stated that the collective agreement has a special section, "Protection of Labor and Social Insurance, Medical Services and the Organization of Rest and Relaxation and Treatment at Sanatoria and Health Spas." In addition, an agreement is also included on the protection of labor, which includes a comprehensive plan of measures to improve working conditions, protection of labor, health and sanitation measures for the current year.

It is clear why a great deal of attention is given to the improvement of working conditions, the enhancement of job safety and the accomplishment of health and sanitation measures. Most of the worktime lost at enterprises of our branch—and not just our branch, but the entire national economy—are due to illnesses. The morbidity is frequently due to dust in the air where the jobs are performed, poor lighting and a high noise level.

It is not just the health of the people, but the economy as well, which suffer when enterprise leaders and trade union committees are not concerned about comfort at the work stations. This is why the above-mentioned section of the collective agreement covers the duties of administration and the trade union committee with respect to improving working conditions, including safety. Enterprises in Kuybyshev Oblast are doing a good job in this area. A total of 215 new suction-type ventilation systems have been installed in the oblast during the past 3 years, and 185 others have been modernized. A special comprehensive program has been worked out for reducing manual and heavy labor, primarily in auxiliary, loading and unloading, transportation and warehouse operations. They have been providing the workers with special clothing and footwear and with other means of individual protection in accordance with the established standards, as well as with sanitation and personal-use areas. The degree to which the enterprises are provided with so-called production, sanitation and personal-use, and cultural facilities has grown by 24%. Facilities for rest and relaxation and a health center have been built, with active participation by the workers.

Special concern is shown for the female workers, who make up three fourths of the work force. The enterprise agreements contain a special section, "Working and Living Conditions for Working Women and Assistance in Bringing up Children."

Comfortable conditions in production and good organization of medical services at Mill No. 2 and many other enterprises of the Kuybyshev Baked Goods Administration are a reliable guarantee of highly productive work and a reduced morbidity and accident level. Explanatory work and the enhancement of each worker's responsibility for the observance of personal safety rules is not the least important

factor in this matter. Disciplinary penalties and sometimes, monetary penalties as well--partial or total loss of bonuses--are imposed upon those who persistently ignore safety requirements and are careless and undisciplined with respect to their own health and the health of those around them.

The collective agreement gives the trade union committees a broad range of action. They are active participants in the introduction of new and progressive equipment in production, they work to prevent violations of labor protection rules, see to the implementation of comprehensive programs for improving the health of the people, bring to strict account those managers who do not show concern for the working man.

[Question] What is the procedure for registering the collective agreements?

[Answer] Within 5 days after a collective agreement has been approved at a meeting and signed by the parties involved, four copies of the agreement, together with all the addenda to which there is reference in the text and with a list of disagreements (should there be any), are submitted by the directors of associations, enterprises, organizations and trade union committees to higher (along the line of subordination) management and appropriate trade union agencies for registration.

Collective agreements and all the changes made in them within a 10-day period following their receipt are registered in the following manner:

- a. for enterprises and organizations under the jurisdiction of republic (ASSR), kray or oblast administrations of baked goods, by the corresponding administrations of baked goods and trade union committees;
- b. for enterprises and organizations under the jurisdiction of Union republic ministries of procurement, by the corresponding republic ministries and republic trade union committees;
- c. for the All-Union Scientific Research Institute of Grain and Grain Products (VNIIZ), the All-Union Scientific Research Institute for the Concentrated Feed Industry (VNIIKP) and the Central Scientific Research Institute of Information and Technical and Economic Research (TsNIIITEI), by the USSR Ministry of Procurement and the Central Committee of the Trade Union of Workers in Fruit and Vegetable Farming and Procurement;
- d. for enterprises and organizations under the direct jurisdiction of main administrations (or administrations), by the main administrations (or administrations) and the appropriate oblast, kray and republic trade union committees (on the territory of which the enterprises and organizations are located);
- e. for enterprises and organizations directly subordinate to All-Union associations, by the appropriate associations and city, oblast, kray and republic trade union committees (on the territory os which the enterprises and organizations are located);

f. for enterprises and organizations directly subordinate to trusts, by the trusts and appropriate city, oblast, kray and republic trade union committees (on the territory of which the enterprises and organizations are located).

[Question] How is the registration form for collective agreements drawn up, and by whom?

[Answer] Special commissions are created in the management and trade union bodies for reviewing collective agreements coming in from the sites, for preparing conclusions on these and clearing up disagreements between the trade union committee and the administration of the association or enterprise. For example, it is recommended that combined branch commissions, made up of workers from management and trade union agencies, be created in republic (ASSR), kray and oblast administrations of baked goods production and the corresponding trade union committees.

Where this is impossible due to the fact that the territory is split up, these commissions should be created separately in the management and trade union bodies. The commission members study and analyze all of the normative points and commitments in the collective agreements and check to see whether they conform to the comprehensive approach to the accomplishment of tasks involved in the economic and social development of the labor collectives, as well as to the Statute on the Procedure for Concluding Collective Agreements.

Authorized registration agents are designated from the trade union body by resolution of the presidium and from the management body, by an order from the director, for conducting the registration. They are vested with authority to sign the collective agreements in the registration process. This entry is made on the last page of the collective agreement being registered. The registering agency, registration dates and numbers are indicated there. Below is a sample of the last page.

CONCLUDING TEXT OF COLLECTIVE AGREEMENT

Director of association
(enterprise, organization)
(last name, initials) 198

(signature)

Stamp of association
(enterprise, organization)

Chairman of trade union committee
of association (enterprise, organi-
zation) (last name, initials) 198

(signature)

Stamp of trade union committee

Registered by

Name of management agency
Authorized registrar and
his position
(last name, initials) 198
Stamp of management agency

Name of trade union agency
Authorized registrar and
his position
(last name, initials) 198
Stamp of trade union agency

Registration No.

Collective agreements are registered in a log with a standard format established by the ACCTU and the USSR State Committee for Labor and Social Problems.

REGISTRATION LOG FOR COLLECTIVE AGREEMENTS

(management and trade union agencies performing the registration)

Number of pages	Association, enterprise or organization submitting the agreement for registration	Date of receipt	Date of receipt	Regis- tration date	Last name, first name, patronymic of persons regis- tering collective agreement	Date Col- lective agreement returned to associa- tion, en- terprise, organiza- tion	
					For manage- ment agency	For trade union agency	
1	2	3	4	5	6	7	8

Two copies of the registration logs are maintained. One is kept in the appropriate trade union agency, the other in the proper management agency.

No later than 7 days following registration, two registered copies of the collective agreement are returned to the administration and the trade union committee of the association, enterprise or organization, and two other copies are kept at the registering agencies.

Collective agreements and logs are retained by the registering agency for at least 3 years.

Collective agreements which contain points in conflict with existing laws are returned to the parties which concluded the agreements, along with recommendations for eliminating the violations. The collective agreements are not returned a second time for registration after the corrections have been made in the text. Any changes in or additions to a collective agreement are made by the parties after they have been approved at a general meeting of blue- and white-collar workers and are recorded in the minutes of the meeting along with an explanation of the reasons for which they were made. The administration and the trade union committee of an association, enterprise or organization informs the registering management or trade union agency of the additions or changes made in the collective agreement.

The registration of agreements must be completed each year in March.

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Contract System Adoption Urged

Moscow EKONOMICHESKAYA GAZETA in Russia. No.14, Apr 83 p 11

[Account given by A.P. Bogomolov, head of the Agricultural Department of the Belgorod Oblast Committee of the CPSU: "The Experience of the Leading Farms is Receiving Extensive Support"]

[Text] The organization of economically self-sufficient subdivisions operating under the collective contract system is designed to further the main goal of accelerating the growth of agricultural output. The experience of Belgorod Oblast's kolkhozes and sovkhozes is further proof of the fact that the brigade contract system is unthinkable without economic accountability. It is not enough simply to specify the output assignment and the amount of earnings for the machine operators. The matter is being limited to this in some places, unfortunately. We need to see to it that strict conservation rules are established and thorough accounting and control are set up in the collectives. When a brigade has an interest in reducing expenditures, it performs its job with fewer machines and makes thrifty use of fuel, fertilizer and seeds. Ultimately, the production funds and capital investments are used more effectively.

The contract system of labor organization and wages has been widely adopted on the kolkhozes and sovkhozes, thanks to the extensive organizational and political-indoctrinal work performed by the party, soviet and management bodies. While there were 54 contract sections operating in the oblast in 1980, last year more than 500 economically self-sufficient, mechanized collectives were operating here. A single machine operator in these sections produced 26,200 rubles worth of products, which is almost 9,000 rubles more than the oblast average.

A total of 5,743 machine operators, 26% of the total number, joined forces in the contract brigades. They worked 589 hectares of crop land, which is 36% of the total, and produced 150.7 million rubles worth of products, or 40% of the total output.

The greatest labor productivity was achieved in the collectives of contract sections in Belgorod, Volokonovka and Shebekino Rayons, where one such machine operator produced up to 37,000 rubles worth of products.

The tractor utilization coefficient is larger in those collectives, and the cost per hectare of standard crop land, of output as a whole, was lower. All of this is telling us that we must continue the purposive establishment of the collective contract system in agricultural production. This year it is planned to convert 746 mechanized sections to this system in oblast crop production, to which at least 60% of the cultivated land will be assigned. By the end of the five-year period the brigade contract should become the dominant system of labor organization and wages in agricultural production in the oblast.

In 1981 there were 278 contract sections in Belgorod Oblast, 539 in 1982, and it is planned to increase the number to 746 in 1983.

In the process of creating these collectives and in their operations, the councils of the agroindustrial associations, farm directors and specialists should see to it that the brigade contract principles are observed, take timely steps to prevent violations and rectify shortcomings.

It is highly important to work purposively toward the establishment of the brigade contract in livestock operations as well. We have experience in this work in the oblast. A total of 51 contract sections have been organized.

Better conditions have now been created for the functioning of brigades and sections operating under the contract system.

In order to make the contract-rate-plus-bonus system more effective and to tie it more closely to output, we can even now calculate the wage rates for workers operating under the collective contract, using normative instead of plan indices, based on the output level achieved in past years and taking into account reserves for increasing labor productivity.

Directors of sovkhozes and other state agricultural enterprises have been given authority to establish stable rates and amounts of additional payments for output for workers in brigades and sections operating under the collective contract system for a period of up to 5 years. These should be based on the planned wage fund, increased by as much as 50%, depending upon the crop yield.

Yu.V. Andropov stated at the November 1982 Plenum of the CPSU Central Committee that we must create conditions, both economic and organizational, which motivate the workers to work well and productively, to demonstrate initiative and enterprise. The collective contract fully meets these requirements. Universal adoption of the new method will play a significant role in the accomplishment of tasks set in the Food Program.

Conference on Contract System

Moscow EKONOMICHESKAYA GAZETA in Russian No 14, Apr 83 pp 11-12

[Report: "The Collective Contract in Action--From the Experience of Farms Introducing the Collective Contract in the Rural Area"]

[Text] On 10 March of this year the Politburo of the CPSU Central Committee considered the matter of intensifying organizational work toward the introduction of the collective contract in kolkhoz and sovkhoz production work. It was noted in the politburo that right now, when problems of making effective and prudent use of land, equipment and other material resources and capital investments in agriculture are becoming especially important, we need fundamentally new approaches to the organization of production. The key to the resolution of this problem lies in the rapid establishment of economic accountability on the kolkhozes and sovkhozes, enhancement of the cadres' responsibility for making fuller use of internal reserves, and the strengthening of plan, state and labor discipline. The collective contract is one of the effective means of accomplishing these tasks.

Experience accumulated in various areas of the nation shows that better end results and conservation of resources are achieved in the contract collectives.

The Politburo of the CPSU Central Committee approved the experience of kolkhozes, sovkhozes and other agricultural enterprises in the employment of the collective contract.

We have already reported that an All-Union conference was held in Belgorod on 18-19 March. It discussed the tasks involved in intensifying the organizational work directed toward the introduction of the collective contract in rural areas in light of demands set by the Politburo of the CPSU Central Committee.

M.S. Gorbachev, member of the Politburo of the CPSU Central Committee and secretary of the CPSU Central Committee, spoke at the conference. In his talk, he analyzed and summarized experience in the adoption of the collective contract on farms in various areas of the nation. He cited a number of examples illustrating the results of operations by production subdivisions employing the collective contract system. The collective contract successfully combines the personal interests of the workers and those of the collective as a whole with the farm's overall tasks for increasing output. Through their labor collectives the kolkhoz and other workers are becoming involved in the management of the farm's affairs, taking part in the discussion of production questions and are themselves determining the wage payment procedure in their subdivisions.

There is good labor discipline, mutual demandingness and responsibility are developed, and the attitude toward the work changes in those collectives, which are formed on a volunteer basis. Expenditures are calculated more efficiently and equipment, fuel and other materials are conserved and economically utilized in the economically accountable subdivisions. The collective contract motivates the workers to train constantly, to improve their skills and learn economics. The speaker assessed the accumulated experience and stressed the fact that the collective contract is effective in practically any area of agricultural production. In all cases the contract system assures better end results than those produced under the piece-rate system. In the contemporary situation this is the most acceptable way to strengthen the linkage between the material incentives for kolkhoz and sovkhoz workers and the results of their work. It is an understandable and effective form of economic accountability.

Good objective preconditions are now being created in agriculture for the extensive dissemination of the brigade-section contract. In order to achieve this it is especially important to build up the materials and equipment base of the kolkhozes and sovkhozes and to increase the power-labor coefficient.

The technical equipment of most farms, primarily their provision with various classes of tractors, has now reached a level making it realistically possible to assign them to relatively small labor collectives. The collectives use them for the field work, mainly within the boundaries of the crop-rotation areas assigned to them, without their frequent movement about the farm.

Improvement of the skills and the cultural and technical level of the rural workers is an important prerequisite for the spread of the brigade-section contract system. Today's machine operator has a general and specialized education which prepares him not only to carry out administrative commands—assignments to perform specific jobs—but also to take an active part in the management of production

processes within the primary subdivisions. To the objective need to democratize management, a need brought about by the specific nature of the branch, is added the possibility of combining (integrating) the actual performance of the operations with administrative functions in small economically accountable brigades and sections made up of skilled workers.

And so, progress in technology and the development of equipment, the development of the main production force--the workforce--the improvement of its general education and skills level and the improvement of economic relationships, especially intra-farm distributive relationships--all of these things taken together constitute important objective prerequisites for expanding employment of the collective contract.

Finally, in order for the contract collectives to operate effectively, it is important to observe the requirements for optimal control. The main thing is to provide independence in the resolution of a broad range of questions. We know that better results are achieved when there is a feeling of being in charge of the land and other resources. The feeling of being in charge itself does not come about simply as a result of introducing the collective contract system. It is developed on the basis of active participation by the workers in the management of production. The expansion of the contract collective's rights in the adoption of management decisions is an important condition for enhancing efficiency and developing labor activeness and initiative.

On the basis of self-management, the contract subdivisions can resolve questions concerning the selection of personnel for the collective, the selection of their leader and the public agency of self-management--the brigade or section council. The contract collectives must be given broader rights with respect to adjusting the technology on the basis of changes occurring in conditions from one year to the next, and in the organization of production and labor as a whole. They can independently work out the methods for issuing advances and distributing the collective earnings.

We must devote attention to the legal formulation of economic relationships between the contract collectives and the administrations of the enterprises and the collectives of other subdivisions, and their reciprocal rights and obligations. It is highly important to constantly improve the procedure for concluding contractual agreements, as well as the monitoring work to see that they are strictly observed.

Despite the clear advantages of this progressive form of labor organization and wages, the speaker noted, the collective contract is still being adopted too slowly and on a too limited scale. In order to introduce the collective contract, the leading cadres of kolkhozes and sovkhozes and of agricultural agencies must perform the planning and economic analysis more carefully, enhance the overall level of production management and organization, strictly observe technological discipline, strengthen and significantly improve the performance of the economic services.

This requirement is not always fulfilled, however. The reorganization of the work of technical, planning and economic and accounting services is lagging. Many

farm directors and specialists are not speaking out for the adoption of the collective contract system. This situation is a result not only of the fact that people are accustomed to the existing forms and methods of production organization and wages, but also of their failure to recognize the importance of this matter.

In many places the manning of the labor collectives is regarded as a formality. The volunteer principle is violated in the organization of the subdivisions. The opinions of the workers are frequently not taken into account for determining the procedure for paying wages and bonuses. The kolkhozes and sovkhozes frequently fail to fulfill their contractual obligations and divert the workers to other jobs.

All sorts of material incentives are given without justification to the workers for the performance of individual operations—planting, inter-row cultivation, harvesting and other jobs—not linking the payment to the end results. In this case the overall earnings from piece-rate work are sometimes higher than earnings of workers operating under the collective contract system. The difference is especially perceptible during years of adverse weather. Although they achieve better results than the subdivisions operating under the piece-rate system, some collectives using the contract system earn less than the former. The effectiveness of the contract is also reduced by the employment of the equalizing principle for the distribution of overall earnings. This creates instability among the contract subdivisions and is the most frequent cause of their deterioration.

The creation of agroindustrial associations, the strengthening of the rayon management element and the intensification of the linkage between all enterprises of the agroindustrial complex and the management functioning of the kolkhozes and sovkhozes create conditions conducive to the extensive adoption of the collective contract in kolkhoz and sovkhoz production.

The introduction of the collective contract should now be one of the important areas of practical work for the agricultural ministries and departments, for agricultural scientific research institutions and trade union bodies. The USSR Ministry of Agriculture, the USSR Ministry of the Fruit and Vegetable Industry and the USSR Ministry of the Food Industry, together with the AUCCTU and the USSR State Committee for Labor and Social Problems, must step up their work to organize the adoption of the collective contract, delve more deeply into the state of affairs at the sites, provide effective assistance to the farm directors and specialists, and involve scientific research institutions and branch centers for the scientific organization of labor more extensively in the accomplishment of these tasks.

For introducing the collective contract, in the opinion of the scientists and specialists, it is important to assure that a number of basic requirements are met:

- a. the volunteer principle for creating the permanent labor collectives (brigades, groups, sections) and the granting of complete independence to them for the fulfillment of production assignments;
- b. the assignment to the contract collectives, ordinarily for a lengthy period, of crop rotations or a group of crops, agricultural equipment, herds of

livestock and flocks of poultry for maximum employment of their members in jobs covered by the contract, throughout the year whenever possible;

- c. the assignment to the contract subdivisions of economically justified assignments with economic accountability, taking into account the production level achieved, progressive standards for the expenditure of raw and processed materials, feed fertilizers and other resources, and proper accounting;
- d. wages based on rates set for a number of years, increased or progressively increasing, for output, depending upon the yield level for agricultural crops and the productivity of livestock workers, the terms for awarding bonuses for increased labor productivity and production output, the improvement of product quality and reduction of the production cost;
- e. guaranteed wages during years of low crop yields, based on standard rates for the amount of work performed;
- f. a system of payments as incentives for the end result, which is extremely simple and clearly understood, and which provides for additional payments and bonuses to make up a significant portion of a worker's total earnings.

The fulfillment of decisions coming out of the May and November 1982 Plenums of the CPSU Central Committee and the Food Program, and the conversion to the new management conditions require that party committees and primary party organizations perform better organizational and ideological work in the rural area, enhance its effectiveness and increase its results. Right now, it is especially important to focus our attention upon the work performed there in the labor collectives, on developing in each worker a great sense of responsibility for the development of public production, for the effective use of land, equipment and other resources, and the achievement of better end results.

Experience has demonstrated the fact that many progressive undertakings are actively spread and function effectively, especially when they receive serious support from party raykoms and primary party organizations. This fact is directly relevant also to the adoption of the collective contract. This is borne out by the experience of the Bashtanka party raykom in Nikolayev Oblast, Millerovo Rayon in Rostov Oblast, Balakovo Rayon in Saratov Oblast, Belgorod Rayon in Belgorod Oblast and the Glazunovka Rayon party committee, Orel Oblast. M.S. Gorbachev noted that the organizing role of the party obkoms was of crucial importance there with respect to achieving extensive adoption of the collective contract in kolkhoz and sovkhoz production.

The CPSU Central Committee approves of and supports this experience. We need to universally organize for the leading cadres, training in the basic principles of management under the collective system, increase their responsibility for the adoption and strict observance of the principles involved in working under contract. We need to make this year the beginning of a stage of large-scale adoption of the collective contract, in order that this progressive form of labor organization and incentives can become solidly established in the practices employed in kolkhoz and sovkhoz production during the 11th five-year period.

The conference participants learned in detail about experience in the adoption of the collective contract on farms of Belgorod Oblast. We are going to tell about one of them, the Kolkhoz imeni Frunze in Belgorod Rayon, in this issue.

Kolkhoz imeni Frunze

Moscow EKONOMICHESKAYA GAZETA in Russian No 14, Apr 83 p 12

[Article: "Kolkhoz imeni Frunze, Belgorod Oblast"]

[Text] Collective agreement between the Board of the Kolkhoz imeni Frunze in Belgorod Rayon and economically accountable section No. 1 of the hog fattening shop for 1983:

We, the undersigned, the Board of the Kolkhoz imeni Frunze, represented by the Board chairman, on the one side, and the section leader, on the other, have concluded this agreement, the provisions of which are the following:

Obligations of the Kolkhoz Board:

- a. to assign 7,000 hogs to the section;
- b. to provide an uninterrupted supply of feed for the hogs, in accordance with the prescribed rations;
- c. to provide the section in good time with small farm implements and special clothing (based on the established norms);
- d. to provide prompt veterinary processing and treatment of the livestock;
- e. to pay the section members for their work on the basis of standard rates per quintal of weight gain;
- f. to pay for feed conservation 7% of the value of the feed saved (the value of one feed unit, 10 rubles);
- g. to pay for conservation of direct outlays, 5% of the value of the means saved.

The Section's Obligations:

- a. to assure fulfillment of the contract assignments for each month, while strictly adhering to the technological charts;
- b. to strictly observe labor and technological discipline;
- c. to achieve an average daily weight gain of 350 grams for the hogs, while preserving 97% of the animals;
- d. to use no more than 5.2 feed units per quintal of weight gain;

e. to strictly observe the safety rules.

In accordance with the contract, there is no final settling up with members who have failed to work to the end of the calendar year without valid reasons.

The section's payment fund for product output is based on established rates. Advances which have made are subtracted from the fund, and the section members decide how the remainder is to be distributed.

From the Technological Chart for Hog Tenders of the First Hog-Fattening Section

Section leader, Z.P. Susanina

March 1983

Section consists of six operators

Приемка работ (1)	(2)	(3)	(4)	(5)	(6)
	Количество единиц	Номер	Оплата за единицу изделий в голову стада (руб.)	Баланс (руб.)	Зарплата головы
Взятие припас (7)	ш(16)	600	1.20	720	160
Прим. поголовья (8)	тон (17)	0.200	0.004	4.80	—
Сортировка 3-рат. (9)	тон	0.000	0.015	54.00	—
Приним. (10)	тон.	1200	0.004	4.80	1
Погрузка бранд (11)	тон.	60	0.70	12.00	—
Погрузка скота (12)	тон.	1100	0.64	44.64	—
Завоз лебедок (13)	т (18)	12	0.70	8.40	2
Праздничные (14)				36	—
Непредвиденные (15) расходы	руб. (19)			25	5
				903.00	176
				More: (20)	

Key:

- | | |
|--|---------------------------------|
| 1. Type of operation | 11. Loading of culls |
| 2. Unit of measure | 12. Loading of Hogs |
| 3. Number | 13. Delivery of additional hogs |
| 4. Payment per head and per
unit of output (rubles) | 14. Holidays |
| 5. Total (rubles) | 15. Unforseen expenses |
| 6. Wages (man-days) | 16. Quintal |
| 7. Gross weight gain | 17. Head |
| 8. Acceptance of herd | 18. Ton |
| 9. Triple grading | 19. Ruble |
| 10. Inoculations | 20. Total |

Functioning of Collective Contract Explained

Moscow EKONOMICHESKAYA GAZETA in Russian No 14, Apr 83 pp 12-13

[Article: "The Economic-Accountability Assignment--the Foundation of the Collective Contract"]

[Text] Kolkhoz economist L.S. Kaliberdina tells about the main documents of the collective agreement's management mechanism.

Under a collective contract the section or brigade commits itself to produce a certain quantity of products, while the farm management commits itself to provide the section with the necessary resources and to create the conditions required for the successful fulfillment of the assigned task. These conditions and resources are stipulated in a mutual agreement and are specified in the economic-accountability assignment and in the technological charts.

The economic-accountability production assignment, compiled on the basis of the technological charts, contains three main sections:

1. Assignments for output and for sale of output to the state;
2. Expenditures for turning out the product;
3. A financial plan.

For crop production the yield is planned on the basis of the average yield for the past 5 years. In livestock operations the economically accountable subdivisions are given assignments for gross milk yield, taking into account the physiological state of the herd and the average level achieved over the past 5 years.

The average number of cattle, output for the different types of products, the consumption of feed actually used and the amount converted to feed units, expenditures broken down into cost elements and the production cost are calculated each month.

Each year, before the assignments are made up for the subdivisions, a specially organized commission reviews the output quotas and wage rates and presents them to the kolkhoz board for approval. A time-and-motion study is made for new types of operations.

The economic-accountability assignments are worked out by the subdivision leaders and specialists before 1 January. It is up to the chief specialists to see that the economic-accountability assignments are made up well and at the proper time.

Records are filled out and control is exercised over the fulfillment of economic-accountability assignments on a monthly basis, and for the different work seasons, in the crop production branch.

Limited checkbooks are used for exercising control over intra-farm relationships between the subdivisions, and between the subdivisions and the kolkhoz administration.

The kolkhoz has its own intra-farm bank, so to speak, in which accounts have been opened for each economically-accountable subdivision. The maximum amount of funds available for the month is indicated in the checkbook at the beginning of the month for all classes of expenditures, in accordance with the subdivision's financial plan.

The methods used for compiling the financial plan are simple. Production output is specified and prices are established, the same as on all farms (average production costs over the past 5 years plus planned profit). The accountant for the sector compiles a financial plan for the year, with a breakdown by month, in accordance with the incoming product and its expenditure.

The economist/finance worker receives the check stubs for 5-day periods throughout the month, and he determines the amount of funds still available through the limited checkbook.

For example, 1,000 rubles is allocated for combine repairs, but the repairs cost only 800 rubles. This leaves 200 rubles. The next repair job costs 300 rubles. The economist informs the section's accountant that the limit has been reached. The accountant informs the section chief, and no more of this work is performed without increasing the limit. The kolkhoz chairman may permit the limit to be increased, but if there is a second such request from the subdivision, then a decision by the kolkhoz administration is required.

All seeds, feed, fertilizers, fuel and lubricants and other production supplies are the property of the entire kolkhoz. They are therefore issued for production needs from the kolkhoz warehouses in accordance with the limits set for the economically accountable subdivisions.

Intra-farm prices are in effect for the economically accountable subdivisions. Quality is considered when transferring livestock from one subdivision to another, for example. Calves which are fatter than the average are assessed at 10% above the established price for calves of average weight (157 rubles), and calves below average weight are assessed at 10% below the established price.

The machine repair shop is responsible for the quality of the repair work. A claim is filed if emergency repairs have been necessary through the fault of the repair shop. And the repair shop is fined 50% of the value of the standard amount of work which would have been performed by the tractor during its downtime.

Effect From Collective Contract Described

Moscow EKONOMICHESKAYA GAZETA in Russian No 14, Apr 83 p 13

[Article: "On a Contractual Basis"]

[Text] Hero of Socialist Labor V.Ya. Gorin, chairman of the Kolkhoz imeni Frunze, tells about the basic principles underlying relationships between the kolkhoz board and the economically accountable subdivisions.

The section has become the main form of labor organization on our farm. This is a production collective formed on a voluntary basis and vested with independence in operational management. In my opinion, the outstanding man in the collective should be the section leader. The section works according to technological charts.

No one has the right to divert section members or equipment to other jobs or to rearrange the equipment, without the section leader's agreement. The size of the team is determined on the basis of the land area assigned to it and the labor-intensiveness of the crops it cultivates. In view of the fact that the crop rotations on the farm are large, two sections are assigned to each of them.

The sections organize their work around a labor agreement with the kolkhoz board and the economic-accountability assignment. They are assigned the necessary materials and equipment, and limits are set for them with respect to expenditures for fuel and lubricants, technical maintenance and repair of the tractors and other agricultural machinery, special clothing and small implements.

Relationships between the sections and the warehouses, workshops and other subdivisions are based on a checking system. Payment for output is made according to standard job rates. The average yield over the past 5 years is taken as the basis for settlement calculations for output, taking into account existing possibilities for increasing it. The planned price is increased by 50% for each quintal produced over and above the plan. Before settlement is made for output, the section members are issued advances in the amount of 120 rubles per month.

The additional payment for output is distributed in proportion to the amount of time worked. I want to especially direct attention to the fact that the section members themselves decide on the distribution of the earnings. It is this factor which raises the section's role and significantly develops the collective form of management.

There has been a basic change in the machine operators' attitude toward the work. Initiative has increased, and they are more demanding of each other. Collective material interests and responsibility for the end results are contributing to the improvement of their job skills and to the development of an active stance in life.

The adoption of collective forms of labor organization requires daily, painstaking work with the people, a high level of discipline and organization in the work of all the farm's services. If the kolkhoz chairman and the sovkhoz director do not share the collectives' interests and concerns and do not creatively apply the principles underlying the brigade contract, there will be no great effect from this form of labor organization.

With these things in mind, we gradually converted to the collective contract system for the farm's subdivisions in both crop cultivation and animal husbandry. For the second year now all of the cultivated land on the kolkhoz has been assigned to 12 sections operating under the collective contract system. There are presently 136 machine operators in these sections. I would like to stress the fact that it took almost twice as many machine operators to work the same amount of land before the progressive forms of labor organization were introduced.

Three sections have been raising hogs for 6 years now. Similar sections have been created for raising calves and in the dairy complex.

Here is a brief description of the farm. It has a total of 20,331 hectares of land, including 17,901 hectares of agricultural land. A total of 15,707 hectares

is tilled land. Grain crops account for 63% of the total, sugar beets--12%, feed crops--24%, and others--1%. The farm has a total of 178 tractors, including 116 wheeled tractors, 72 grain combines and 19 beet harvesters. It has a total of 1,405 able-bodied people, including 195 machine operators. A total of 64 of these have worked less than 5 years, 31--less than 10 years, 25--less than 15 years and 75--more than 15 years on the farm.

The kolkhoz imeni Frunze sold the state an annual average of 3,506 tons of pork during the 9th five-year period, 3,854 during the 10th and 5,003 tons during the 11th five year period (1981-1982). The plan for the first 2 years of the five-year period has been fulfilled by 131%.

The brigade contract, which has been adopted on our kolkhoz, has had a marked effect upon the results of the production work. Before it was adopted, one machine operator turned out an average of 21,500 rubles worth of products, while last year the figure was 38,000 rubles (in comparable prices).

Last year the kolkhoz significantly exceeded its plans for sales of all types of agricultural products. The quarterly assignment for sales of milk to the state was fulfilled at the beginning of March. Gross pork production increased by 30%.

The kolkhoz specialists studied existing reserves on the farm, together with members of the contract labor collectives, and worked out measures to fulfill plans for sales of the main types of agricultural products in 4 years. These specific measures were considered and approved at a party meeting and a meeting of authorized kolkhoz workers.

I would like to cite a few figures, which will demonstrate the realistic nature of these plans. The plan for the first 3 years of the five-year period for sugar beet sales was 128,150 tons, but we have already sold 93,188 tons during the first 2 years. The corresponding figures for meat are 12,434 and 10,883 tons. If we take into account the fact that we are selling 5,000 tons of meat annually, we see that the assignment for the first 3 years of the five-year period will be exceeded.

The spring of the 3rd year of the five-year period will be a serious test for the entire farm collective. We are confident that this test will be successfully passed. The basis for this confidence is the fact that we are well prepared for the spring field work. The workers of our kolkhoz will do everything possible to see that our contribution to the fulfillment of the Food Program is the largest possible.

Livestock Operation Contract Described

Moscow EKONOMICHESKAYA GAZETA in Russian No 14, Apr 83 p 13

[Article: "The Collective Contract of Livestock Section No. 1--Becoming Accustomed to Economic Accountability"]

[Text] Z.S. Susanina, head of a contract livestock brigade, gives her opinion on the collective contract in a livestock operation.

The contract sections operating under the contract system have not become as widespread in livestock operations as they have in crop cultivation, although the farms have good possibilities for the adoption of this form of labor organization.

In my opinion, the collective contract is a matter of direct familiarization with economic accountability. The leaders of the economically accountable subdivisions are granted extensive independence. They can be creative, think up and try new things, but within the limits of the expenditures defined in the assignment.

The section which I head has six operators and one substitute. In accordance with a collective agreement concluded with the kolkhoze board, the section is issued an economic-accountability production assignment for a year. It specifies what planned weight gain must be achieved from how many head of cattle, and what the production cost should be. A wage fund is set up, and expenditures for feed, electric power and transportation, total depreciation deductions and other economic factors are specified.

The struggle for good end results unites the collective and makes it more harmonious. Anyone who has been unable to assimilate the law of collectivism, "One for all, and all for one!", has left the section.

We work together to take good care of the equipment and make thrifty use of feed and electric power. After all, a fourth of what we save goes to us in the form of bonuses.

The quality of the feed--hay, silage, haylage, root crops and bulk green fodder--and correspondingly, the prices at which it is entered as expenditures by the livestock subdivision, are determined by mutual agreement of the parties. An agronomist represents one side and a livestock specialist or the head of the farm speaks for the other. The chief specialists are the arbitrators in case of a dispute.

Poor-quality feed reduces the amount going to the tractor/field work brigade, but this means lower total expenditures for the livestock subdivisions. All of this is reflected in the accounting. Control by the ruble thus establishes complete fairness in the assessment of the performance by the subdivisions.

Our section exceeded the economic-accountability assignment last year, in 1982. With a plan calling for an average daily weight gain of 350 grams, we achieved an increase of 403 grams.

This year we are trying to successfully fulfill the contract order from the kolkhoz board. We have a material interest in doing so. The greater the output from the section, the larger will be the earnings for each section member who conscientiously performs his duties.

This data is taken from the collective contract assignment for the first section of livestock workers, which fattens hogs. The collective is headed by Z.P. Susanina. The annual assignment was to achieve a weight gain of 8,200 quintals, broken down into the following monthly gains: 650 quintals for January, February and March; 600 quintals for April, May and June; 750 quintals for July and August; 700

quintals for September and October; 800 quintals for November; and 750 quintals for December.

The contract rate for a quintal of weight gain (within the limits of the plan) was 1.2 rubles, 2.4 rubles per quintal of gain over and above the plan. The wage fund remained the same, regardless of how many people worked in the section.

Until the final wage settlement was made the section members received an advance of 130 rubles per month.

**Relationship Between Wages and End Results for Livestock Sections Nos. 1 and 2
(data for 1982)**

	(1) Завод № Сусанина	(2) Завод № 2	(3) По колхозу без земель
Получено приноса в расчете на одного оператора [т] (4)	129	131	125
Процент сохранности животных (5)	98,2	98,4	97,4
Затраты на центнер приноса: (6)			
нормовые единицы [кг] (7)	5,47	5,03	5,16
человеко-часов (8)	2,76	2,48	3,78
Себестоимость центнера приноса [руб.] (9)	72,20	70,77	81,38
Среднемесячная выдача [руб.] (10)	232	248	218

Key:

- | | |
|-------------------------------|-----------------------------------|
| 1. Susanina's Section (No. 1) | 6. Outlays per quintal of gain |
| 2. Section No. 2 | 7. Feed units |
| 3. For kolkhoz, without | 8. Man-hours |
| contract sections | 9. Production cost per quintal |
| 4. Weight gain achieved per | of weight gain |
| operator(tons) | 10. Average monthly wage (rubles) |
| 5. Percentage of animals | |
| kept alive | |

Mechanized Section Agreement Described

Moscow EKONOMICHESKAYA GAZETA in Russian No 14, Apr 83 p 14

[Article: "The Collective Contract"]

[Text] The following is a description of the collective contract between the Board of the Kolkhoz imeni Frunze and Mechanized Section No. 1, headed by A.N. Kolesnik, for 1983.

We, the undersigned, the Board of the Kolkhoz imeni Frunze as represented by kolkhoz chairman V.Ya. Gorin, on the one side, and the mechanized section headed by A.N. Kolesnik, on the other, have concluded this agreement, in accordance with which:

The kolkhoz board commits itself:

1. to assign to the section, no later than 1 July, fields for working the soil for next year's crops (the agreement indicates the amount of land for each crop);
2. to provide the section, in accordance with the amount of work indicated on the technological charts, with the necessary agricultural equipment, quality seeds, fertilizer, herbicides, toxic chemicals, spare parts, fuel and lubricants and other materials (the agreement goes on to indicate the limit of material and technical means for each crop, based on the technological charts, and indicates the amount of payment-in-kind to be made for the performance of various types of jobs specified in the assignment covered by the collective agreement);
3. to provide the teams in good time with fuel, lubricants, water and seeds, and to deliver hot meals to the teams in the field during the field work season;
4. to issue advances in the amount of 120 rubles per month to the section members until the final settlement for output is made. The final settlement is based on established rates per quintal of standard weight of the product turned out.

In case of natural disasters which destroy the crop or reduce the yield, the kolkhoz board guarantees payment in the amount of 80% of the contracted payment for cultivation of the crops which were destroyed or produced a lower yield.

If the natural disaster has affected part of the area assigned to the section, the payment settlement must be made separately for the damaged and the undamaged areas, in accordance with the official report.

The section is paid 40% of the means saved by preserving and making good use of the equipment and thrifty use of the means provided for repairs. In case the section exceeds these amounts, 25% of the value of the excess will be withheld from the section (payment for conservation will only be made if the equipment is maintained in accordance with All-Union State Standards).

For thrifty use of fuel and lubricants, the section will receive 70% of the amount saved. In case of overconsumption 50% of the value of the excess will be withheld from the section.

The section, in turn, commits itself:

1. to assure fulfillment of the contract assignment, adhering to the limit set for expenditures as calculated from the technological charts, with additional payments for output and other types of incentives;
2. to take good care of the equipment assigned to it, to prevent downtime for the field units for technical or organizational reasons, and to use the land carefully;

3. to use the seeds, fertilizers and chemicals thrifitly and prevent losses of these;
4. to perform the jobs specified in the technological charts, within the periods specified and with good quality, and to strictly observe the production technology;
5. to follow the safety and fire prevention rules in the field operations and in the technical servicing and repair of the agricultural equipment.

When there is not enough work for all of the section members, in order to achieve the economic use and equal distribution of the worktime among the machine operators, the section leader, with the agreement of the sector leaders, grants time off to those machine operators who have worked more than the other section members during the previous season.

The collective agreement covers contract rates for output. The table below shows the contract rates for A.N. Kolesnik's section.

Product	Planned yield	Rate per quintal of planned output	Rate per quintal produced over and above the plan
Sugar beets	280	13.0	20.0
Winter wheat	33	22.5	33.7
Peas	20	42.1	63.1
Beets for feed	300	3.5	5.2
Annual grass	100	10.0	15.5
Winter crops for green fodder	90	5.0	7.5
Sugar beet tops	80	2.5	3.7
Spring crop straw	10	5.9	8.8
<u>Winter crop straw</u>	<u>20</u>	<u>3.2</u>	<u>4.8</u>

Practical Aspects Discussed

Moscow EKONOMICHESKAYA GAZETA in Russian No 14, Apr 83 p 14

[Article: "Responsibility for the Fate of the Crop"]

[Text] The following is section leader A.N. Kolesnik's opinion of the collective contract in crop culti ation.

The work of the section which has accepted a collective contract is qualitatively different. We had mechanized sections before, after all. Their wages depended primarily upon the fulfillment of output quotas, however, and took into account the number of plowed, sown and harvested hectares. After that, they were given material incentives for above-plan quintals of yield. This method of linking wages to the end result was not solid. After all, the basic earnings were computed from the run, as they say. The more hectares one covered, the more he

received. Under the collective contract the end result--the harvest--provides the material and moral assessment of the work.

It is achieved over a period of long months, and it unquestionably depends upon the weather. Despite everything, however, the end results must be the main measure of our work. The land cultivator's art consists in "outwitting" nature, even in years with the worst weather conditions, and assuring a good harvest.

All of our section members can perform any of the operations. Each machine operator does some things better than others, however. For this reason specialization develops of its own within the collective. We do not try to prevent this. Let each individual's abilities develop in the work.

I do not believe that any sort of special conditions have to be created for organizing the mechanized contract sections. It is important to provide them with productive work. Nor should the management independence of these collectives be reduced to the principle: We do what we want to do. The section's collective is, after all, one of the farm's production subdivisions. They share the interests of the kolkhoz in providing the greatest possible output with the fewest outlays. And we are linked to the kolkhoz by many strong ties, which are clearly and precisely set forth in the collective agreement.

It would be incorrect to feel that since we enjoy management independence, we are indifferent to the fate of production in the other kolkhoz subdivisions. During the sugar beet cultivation and harvesting season, for example, the section invites other kolkhoz workers to help with these operations. The section members, in turn, perform jobs in other subdivisions on the farm when there is not enough work to keep them busy. They haul out organic fertilizers and help the kolkhoz machine operators with equipment repairs.

We have established a strong and creative friendship with the farm specialists. They are our mentors, one might say. We work out the collective agreement, the economic-accountability assignment and the technological charts together with them. This is where the organization of production begins--with realistic assignments calculated down to the smallest details.

Our commitments for this year call for us to obtain up to 35 quintals of grain per hectare, and 400 quintals of sugar beets. We have given our word, and we will back it up with concrete action.

Incentives and Responsibility for the Conservation of Means

During 1982 A.N. Kolesnik's section saved fuel and lubricants amounting to 170 rubles and equipment repair means worth 825 rubles. The section was paid 40 percent of the 170 rubles and 70% of the 825 rubles (in accordance with the collective agreement).

In 1982 K.N. Monakov's section consumed 224 rubles worth of fuel and lubricants over the specified amounts, for which 25% of the amount was withheld from the section's wage fund, and 50% of

1,383 rubles was withheld for excessive consumption of equipment repair means.

The Procedure for Excluding Days-Off Due to Violations of Technological or Labor Discipline by Section Members

At all of its meetings the section council defines specific punishment for violations of production technology and labor discipline. One such punishment is to withhold payment for a certain number of days-off, and this is spelled out in the minutes of the council's meeting and submitted to the accounting office.

How is the amount of withheld payment for days-off calculated for a section member who has violated labor or technological discipline? The amount of the advance is 120 rubles, which is divided up into 25.4 work days per month. One day-off is assessed at 4.78 rubles. Depending upon the nature of the violation, the section council determines the number of days-off for which payment is to be withheld from the section member's earnings.

Yield, Earnings Connection Explained

Moscow EKONOMICHESKAYA GAZETA in Russian No 14, Apr 83 p 14

[Article: "Earnings are Determined by the Harvest"]

[Text] Statute on the Organization by Section and the Job-Rate-Plus-Bonus Wage System for Machine Operators on the Kolkhoz imeni Frunze

I. Organization of the Sections

The mechanized sections are organized within production sectors or divisions. The optimal number of machine operators in a section is 8-10, who are assigned 700-1,500 hectares of land, depending upon the amount of labor involved in the cultivation of the specific crops. The collectives of the mechanized sections are assigned tractors, combines and other necessary machinery and equipment, in accordance with the amount of land cultivated and the labor-intensiveness of the operations required by the crops assigned to them.

Labor organization within the section and the distribution of the work among the machine operators are performed by the section leader. He must work permanently in the section, and sector leaders can only call upon the section leader to perform operations outside the section in exceptional cases and with the section leader's consent. The section's machine operators can only be diverted to other jobs with the section leader's knowledge.

The section leader and the section collective jointly resolve all production questions on the basis of self-management. They determine the internal labor schedule (the time for beginning and completing the work each day) within the limits of the

farm's workday schedule and in accordance with the extent and the urgency of the jobs to be performed. He assigns the training of new machine operators to the veteran, highly skilled operators, orders them to share their know-how and organizes mutual assistance for the new operators.

The section collective has the right, at the initiative of any section member, to make a decision on moral or material penalties for violations of labor discipline or poor work quality, which are subject to approval by the farm's leaders.

II. Wages

The basic wage in the mechanized sections is paid for the yield produced by the section at contract rates, as well as for volume of general farm jobs, repair and technical servicing of the equipment performed by the sections.

The standard wage fund for the fulfillment of the operations specified in the technological charts for each crop is calculated for purposes of determining the contract rates. All of the operations involved in the cultivation of the specific crops (with the exception of motor transport and chemical operations) are included in the technological charts, as well as jobs involved in combatting weeds along the roadside, in wooded areas and in the space around stacks of harvested crops.

The wage fund is increased by 25-50% for output. The total of the wage fund plus the addition for output comprises the contract wage fund for a crop. The rate per quintal of product is determined by dividing the lump-sum wage fund by the planned gross yield in standard weight.

The average yield for a given crop on the farm as a whole over the past 5 years is used as the planned yield for calculating lump-sum wage rates.

The total lump-sum wage funds for all the crops assigned to the section comprises the section's planned lump-sum earnings for the year.

In addition to the lump-sum earnings, the section is also paid for output:

- a. for performing jobs on fields assigned to the section, which are not covered in the technological charts, based on orders signed by the division or sector agronomist;
- b. for the performance of field work on the fields of other sections, in accordance with orders signed by the leaders of those sections and the accountants of the sectors in which the work was performed;
- c. for the performance of general brigade or general farm jobs, in accordance with orders signed by the individual under whose direction the work was performed;
- d. for repair and technical servicing of equipment assigned to the section, in accordance with orders signed by the sector's mechanic.

If it is impossible for a section to perform the jobs specified in the technological charts with its own personnel and equipment, within the period established for the work, the leaders of the sector or division have the right to call upon the machine operators of other sections for assistance. The earnings for the workers from other sections involved in the work, including additional payments for output (25%), are paid in accordance with orders, out of the section's wage fund.

Wages for above-plan output are paid at the established rates increased by 50%.

The section's overall annual earnings are distributed among the members at the end of the year in proportion to the number of days actually worked by each machine operator, regardless of the type of work he performed.

In the sections "Organization of Sections" and "Wages" there is a more detailed list of the work terms for mechanized sections operating under the collective contract system.

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SELECTED ARTICLES ON AGRICULTURAL WAGES

On Supplement To Pay for Continuous Work

Moscow EKONOMICHESKAYA GAZETA in Russian No 12, Mar 83 p 16

[Article: "For Continuous Service"]

[Text] The USSR State Committee for Labor and Social Problems and the Presidium of the AUCCTU have ratified the Instructions on procedures and conditions for payment of the supplement to wages for continuous work at a given farm by permanent workers and employees of sovkhozes and other state agricultural enterprises located in the Nonchernozem Zone of the RSFSR. The text of the Instructions (No 269/n 17) is published below.

The Amount of the Supplement to Wages for Continuous Service at a Given Farm

1. The supplement for continuous service at a particular farm established by decree No 466 of the CPSU Central Committee and USSR Council of Ministers dated 22 May 1979 and entitled "Additional Steps To Keep Personnel in Agriculture in the Nonchernozem Zone of the RSFSR" is paid to all permanent workers and employees included on the staff schedules of sovkhozes and other state agricultural enterprises located in the Nonchernozem Zone of the RSFSR* in the following percentages of annual wages.

Time of Continuous Service at the Given Sovkhoz	In the Ural Virgin Land Regions of the Zone	In Other Regions Of the Zone
2-5 years	12%	8%
5-10 years	15%	10%
10-15 years	20%	13%
15+ years	25%	16%

Payment of this supplement is done once a year.

* In what follows we will use the term "sovkhозes" for sovkhozes and all other state agricultural enterprises.

Computing the Length of Service Which Gives the Right to the Supplement

2. The time of service which gives the right to receive the wage supplement for continuous service at the given sovkhoz includes the following:

- a. the entire period of continuous service at the given sovkhoz.**
For persons working at the given sovkhoz on 1 January 1982 all prior time of work at this sovkhoz is counted, regardless of interruptions in service that may have occurred;
- b. the time of regular active military service when the person began working at the sovkhoz not later than three months (excluding travel time) after discharge from the military;**
- c. time of service in the USSR Armed Forces, partisan detachments, and the home guard during the Great Patriotic War where the person came to work at the sovkhoz after demobilization;**
- d. the time of work abroad on condition of returning to the former place of work no later than two months after returning from abroad, not counting travel time to the place of permanent employment;**
- e. the time of study at vocational-technical schools and at schools for training and retraining working people and raising their qualifications, where the persons must leave the job to study and, upon completion of school, return immediately (no later than three months) to work at the given sovkhoz;**
- f. the time of service in elective positions in party, Soviet, trade union, and Komsomol organizations if work at the given sovkhoz follows immediately after this work and the break between completion of work in the elective position and work at the sovkhoz does not exceed three months;**
- g. the time of work in people's control and party-state control agencies, with the exception of service in positions involving administrative and technical services, if this is immediately followed by work at the given sovkhoz and if the break between work in the people's control (party-state) agencies and work at the sovkhoz does not exceed three months;**
- h. the time of supplementary leave to care for a baby, given to women under existing legislation.**

3. When computing time of service the time of work at a liquidated or reorganized farm (including a kolkhoz) on the basis of which the given sovkhoz was formed is included in addition to work at the given sovkhoz.

4. The time of service computed under Points 2 and 3 of the present Instructions on 1 January 1982 is kept during subsequent service on the condition that it is continuous. A working person who left work at the given sovkhoz after

1 January 1982 and then returned to work at the same sovkhoz loses the time of former service giving the right to receive the supplement, except for the cases indicated in Point 5 of the present Instructions.

5. The time of service of working people giving the right to receive the supplement is not interrupted in the following cases, but the time used in these ways is not included in continuous service:

- a. transfer from the sovkhoz by order of a higher organization, to another sovkhoz at which the supplement is also established;
- b. taking a job at the given sovkhoz within three months of the day of discharge from the USSR Armed Forces, not counting travel time to the place of work, if the person worked at the given sovkhoz immediately before going on military duty, with the exception of time of military service covered by Subpoints "b" and "c" of Point 2 of the present Instructions;
- c. resettlement of a working person on a planned basis from a sovkhoz where the supplement for time of service is established to another sovkhoz which also pays this supplement, if the break in work related to this resettlement is not more than three months (not counting travel time to the new place of work);
- d. going to work within a month after the end of a temporary disability that lasted more than four months and resulted in discharge or declaration of disability if the working person has returned to the former place of work or taken a job at another sovkhoz where the supplement for time of service is established (regardless of the place of work during the period of disability);
- e. going to work at a sovkhoz where the supplement for time of service is established after a break in service caused by discharge in connection with liquidation of a sovkhoz or reduction in staff, if the break in work does not exceed one month not counting travel time;
- f. transfer to work at another sovkhoz where the supplement for time of service is established in cases where the person cannot be given work at the given sovkhoz. The impossibility of giving the person work at the given sovkhoz is confirmed by a certificate from the administration of the sovkhoz;
- g. transfer to work at a sovkhoz where the supplement for time of service is established in connection with transfer of the spouse if the break in work does not exceed one month, not counting travel time;
- h. going to work at a sovkhoz where the supplement for time of service is established upon graduation from a higher or secondary

specialized school if the person worked at the given sovkhoz immediately before entering the school;

1. pensioners' going to work when before going on old-age pension the person worked at the given sovkhoz.

6. The time of service of corrective labor at the place of work and time spent under arrest for petty hooliganism are not counted in the time of service that gives the right to receive the supplement, but they do not interrupt it.

7. The supplement for time of service at the given sovkhoz is added to the person's earnings for work done (wages or salary) and for output; supplements for combining occupations, expanding service zones, and performing a given work volume with a smaller number of personnel; the sum of bonuses paid under existing bonus statutes; supplements for knowledge ratings and high qualifications; and the average earnings paid during vacation time.

For pensioners returning to work at the given sovkhoz, the supplement for time of service is added in an amount (percentage of earnings) established at the time of going on pension to the actual earnings of the person in that year.

8. When a working person receives the right to payment of the supplement for time of service during the calendar year the supplement is added to earnings paid after the right to receive this supplement arose.

Where working persons receive the right to a larger supplement for time of service during the calendar year the total supplement for the year is determined by adding the supplements calculated in appropriate amounts by periods of the year.

9. For persons who have left work at the given sovkhoz based on the findings of a medical consultation commission or medical commission for disability determinations in connection with illness or disability or in cases of conscription (enlistment) for military service, transfer to elective work, departure for school, going on pension, and leaving work in connection with the birth of a child as well as for the families of deceased working persons who had the right to receive the supplement for time of service, the supplement is added to earnings paid in the given year before leaving the job.

When a person is transferred by order of a higher organization to work at a different sovkhoz the supplement for time of service is paid proportional to earnings for time worked at each farm.

For other persons who have left work at the given sovkhoz before the time of payment arrives, the supplement for time of service is not paid.

10. Sovkhoz managers are given the right to reduce the amount of the supplement for time of service in cases of persons who are absent from work without justification by up to 25 percent of the payment for the year in which the absenteeism occurred, if other disciplinary measures were not employed.

The reduction in amount of the supplement is announced in an order by the sovkhoz manager which states the reasons for the action.

11. When calculating the average earnings kept by the working person under existing legislation (for leave time, performance of public and state duties, during days of temporary disability, and so on) the supplement for time of service is not considered.

The supplement for time of service is included in the earnings from which the pension is computed and by which compensation is determined for injury to the working person caused by physical injury or other damage to health related to the job.

Procedure for Establishing the Time of Service That Gives the Right to Payment of the Supplement for Time of Service

12. The time of service at the given sovkhoz is determined by a commission composed of the sovkhoz manager, personnel director, chief accountant, and a representative of the trade union committee.

13. The labor booklet is the principal document used to determine the time of service.

Time of service at the given kolkhoz which is not established by entries in the labor booklet can be confirmed by properly prepared documents with the signatures of the appropriate enterprise managers issued on the basis of personnel records, staff records, and other documents that confirm the particular individual's time of service.

If there are no documents that confirm the work and it is impossible to restore these documents the time of service may be established by the affidavits of at least two persons. In this case the commission must require that the appropriate enterprise official confirm the destruction of their records.

The affidavits are made in written form and only by persons who worked with the person whose time of service is being established. The signature of the witness is certified by the sovkhoz manager; if the witness is not employed the signature must be notarized. The statements of relatives cannot be used as affidavits for this purpose.

14. The decisions of the commission on establishing the time of service at the given sovkhoz are recorded in the minutes. Excerpts from the commission's decision in three properly prepared (secured by the enterprise seal) copies, are issued as follows: one to the accounting office for calculating the supplement; one to the working person; and one to be included in the person's personal file.

15. Appeals of decisions by the commission are reviewed by higher management and trade union bodies according to the sovkhoz's affiliation and their decisions are final.

When these Instructions take effect, numerous points in statutes and instructions on these matters adopted earlier lose their force.

Pay of Temporary Spring Field Workers

Moscow EKONOMICHESKAYA GAZETA in Russian No 18, Apr 83 p 13

[Article under the rubric "At the USSR State Committee for Labor and Social Problems": "Labor Payment to Tractor Operators"]

[Text] By decree No 25/4-96 of 16 February 1983 the USSR State Committee for Labor and Social Problems and the Secretariat of the AUCCTU endorsed the explanatory document "Labor Payment to Tractor-Machine Operators Specially Assigned in 1983 from Industrial, Transportation, and Other Enterprises and Organizations for Spring Field Jobs at Kolkhozes, Sovkhozes, and Other Agricultural Enterprises."

Tractor-machine operators assigned in 1983 from industrial, transportation, and other enterprises and organizations in conformity with resolutions of the Union republic Councils of Ministers to do spring field work at kolkhozes, sovkhozes, and other agricultural enterprises keep 75 percent of their average earnings at their primary place of work.

During the time that they are en route they are paid their average earnings and the cost of travel to the place of temporary work and back. The average earnings are calculated from total earnings in the last two months at the primary place of work. Per diem and lodging allowances are not paid in this connection.

Tractor-machine operators enlisted for work at sovkhozes are paid as temporary workers at the established rates for volume of work performed. No additional payment for output, bonuses, or pay supplements is given. These workers may be paid a bonus by the sovkhоз director for performance of jobs with good quality at the scheduled time or earlier; this bonus may be up to 20 percent of the wages computed for these workers, and up to 40 percent in cases where normative assignments have been established for them on the basis of inter-sectorial, sectorial, and other more progressive norms.

It is recommended that kolkhozes use the same procedures to pay for the work of tractor-machine operators sent to them.

Statute on Bonuses for Rayon Sel'khoztekhnika Personnel

Moscow EKONOMICHESKAYA GAZETA in Russian No 19, May 83 p 18

[Interview with V. M. Shvyd'ko, first deputy chairman of the USSR State Committee for Supply of Production Equipment for Agriculture, date, place, and occasion not specified]

[Text] A new Model Statute on bonus payments to managers, engineering-technical personnel, and other specialists and employees of rayon (inter-rayon) associations and departments for supply of production equipment to agriculture has been

ratified to enhance the interest of people working at enterprises and organizations of the Sel'khoztekhnika system in raising the efficiency of kolkhoz and sovkhoz production. The editors asked V. M. Shvyd'ko, first deputy chairman of USSR Goskomsel'khoztekhnika [State Committee for Supply of Production Equipment to Agriculture] to answer a number of questions about this document

[Question] What are the indicators that must be fulfilled now for workers of the rayon Sel'khoztekhnika system to receive bonuses?

[Answer] The main thing that is taken into account is production and sale of output by the kolkhoz and sovkhoz subdivisions being served. This refers to the group of Sel'khoztekhnika people directly involved with agricultural production during the year.

For example, take fitters engaged in repair and technical servicing of animal husbandry equipment. If milk yield and weight gain rise at the livestock farms they serve and the quality of output improves, then the brigade which keeps the farm equipment in good condition receives a bonus. In addition, rayon Sel'khoztekhnika workers receive incentive to fulfill the production indicators of their own subdivisions.

The specific conditions and amounts of bonus payments are determined by the rayon Sel'khoztekhnika manager with the consent of the trade union committee. All forms of incentive to workers are paid from the wages fund and the material incentive fund of the rayon association or department of Sel'khoztekhnika.

[Question] For what time periods are bonuses awarded to workers?

[Answer] Bonus payments from the wages fund are generally made once a month according to the results of the work of the collective where the worker is employed; bonuses based on the results of agricultural production are given at times established for people working at the farms being served.

Special attention here is devoted to bolstering the material incentive of workers to improve the final results in cost accounting brigades and teams working on a single order. Collectives and brigades have the right to determine the amounts of bonuses for each worker according to his or her actual contribution to production. The challenge has been posed of switching most of the subdivisions of the rayon Sel'khoztekhnika system to the collective contract by the end of the 11th Five-Year Plan.

[Question] What is the procedure for awarding bonuses to managers, engineering-technical personnel, and other specialists and employees of rayon Sel'khoztekhnika associations and departments?

[Answer] They receive incentive according to the year's results for each percentage point of increase in production of agricultural output compared to the average annual level of the preceding five years, obtained at farms they serve. The amount can be up to two percent of their annual earnings according to the salary schedule.

This category of working people receives bonuses in the same amount for each percentage point of rise in profit or net income at the farms served in comparison with the average level achieved in the preceding five years.

Bonuses calculated for growth in output and profit are increased by 30 percent if all the farms being served fulfilled their plans for increasing production. If less than 80 percent of the kolkhozes and sovkhozes handled their assignments, bonuses to managers, engineering-technical personnel, and other specialists and employees of rayon Sel'khoztekhnika agencies are reduced by 30 percent.

When determining growth in profit compared to the achieved level, amounts received owing to the rise in state purchase prices and price supplements as envisioned by the 24 May 1982 decree of the CPSU Central Committee and USSR Council of Ministers entitled "Measures To Improve the Economic Mechanism and Strengthen the Economy of the Kolkhozes and Sovkhozes" are not counted.

[Question] What is done with respect to payment of bonuses if a rayon has already reached high levels of crop and milk yields and it is difficult to count on a large increase in production of output?

[Answer] Under those conditions USSR Goskomsel'khoztekhnika, with the consent of local agricultural and trade union bodies, can authorize payment of bonuses to rayon Sel'khoztekhnika personnel for maintaining the level of agricultural production attained in the preceding five years, if a similar incentive system is established for the personnel of the rayon agricultural administration.

Managers, engineering-technical personnel, and other rayon Sel'khoztekhnika specialists and employees also receive incentive by quarterly results for fulfillment of contract obligations by all the kolkhozes and sovkhozes of the rayon and for rational use of material resources. All types of bonuses to this category of personnel are paid from the material incentive fund. They are computed where the primary and supplementary conditions ratified by the RAPO [possibly rayon agricultural production association] are fulfilled.

For example, one of the primary conditions for bonus payments for growth in agricultural output is fulfillment of the production plans for grain and meat at the kolkhozes and sovkhozes being served. Fulfillment of plans for procurement of coarse and succulent feeds and for state purchases of the primary types of output at the farms being served are supplementary conditions. It is possible to consider the technical readiness factor of the machine-tractor fleet.

If the primary conditions are not fulfilled, no bonuses are paid to rayon Sel'khoztekhnika personnel at all; where the supplementary conditions are not met the amounts of incentive are lowered, but not by more than 50 percent.

The chief demand being made of Sel'khoztekhnika personnel under conditions of the RAPO is to increase the accountability and incentive to achieve good final results in agricultural production. The material stimuli envisioned by the new Model Statute on bonus payments will also encourage fulfillment of this demand.

Salaries Raised for Kolkhoz Specialists

Dushanbe SEL'SKOYE KHOZYAYSTVO TADZHIKISTANA in Russian No 1, Jan 83 pp 62-64

[Article by B. Protasov, deputy chief of the Main Administration of Labor and Social Problems of the USSR Ministry of Agriculture: "New Measures in Payment to Specialists"]

[Text] By their decree No 438 dated 24 May 1982 and entitled "Further Strengthening the Position of Managers and Specialists at Kolkhozes and Sovkhozes and Increasing Their Role and Accountability for the Development of Agricultural Production" the CPSU Central Committee and USSR Council of Ministers adopted a number of major supplementary measures to enhance the material interest of managers, specialists, and employees of sovkhozes in increasing production of output and to keep them in the countryside. Salaries were raised for them. Instead of the existing eight groups of managers and specialists at sovkhozes and other state agricultural enterprises, six groups were established for pay purposes.

The salary of the director of a large farm classified in the first labor payment group is now 360 rubles a month, while for the manager of a farm in labor payment group six the monthly salary is 230-250 rubles.

The salaries of chief specialists (agronomists, engineers, animal technicians, veterinarians, and economists) at farms classified in the first labor payment group were raised from 230-250 to 290-310 rubles a month, while salaries for chief accountants were raised from 190-210 to 290-310 rubles. At farms put in the sixth labor payment group chief specialists and chief accountants will receive 210-220 rubles a month.

Salaries for senior specialists (agronomists, animal technicians, veterinarians, engineers in all fields, economists, legal consultants, crop and forest land improvement specialists, and dispatchers), which are set regardless of the payment group of the farm, were raised from 130-150 to 190 rubles a month.

The new salaries for ordinary specialists (agronomists, animal technicians, veterinarians, engineers in all fields, economists, legal consultants, crop and forest land improvement specialists, and dispatchers) are differentiated according to the category assigned to each specialist. For specialists assigned to category I the position salary will be 180 rubles a month, while for category II it will be 160 rubles, and for specialists without a category the salary will be 140 rubles a month. At the present time the salary for ordinary specialists is set at 110-140 rubles a month. The salary for category I technicians is 130 rubles, while for category II technicians it is 120 rubles a month.

The salaries of managers of divisions, livestock units, and agricultural sections and shop heads have been raised from 190-200 to 250-280 rubles a month in divisions, units, sections, and shops assigned to labor payment group I, and from 130-150 rubles a month to 190-210 in divisions, units, sections, and shops assigned to group V (the lowest in volume of production).

The salaries of employees and junior service personnel have been raised substantially. The salaries of senior bookkeepers and commodity specialists who do not have higher education have gone from 90-110 to 145-165 rubles a month,

while for those with higher education the corresponding figures are from 105-130 to 190 rubles and, for bookkeepers, from 85-90 to 130-150 rubles a month. Salaries were also raised substantially for other employees and junior service personnel at sovkhozes.

New salaries for managers, specialists, and employees of sovkhozes and other state agricultural enterprises are being instituted in the regions of Siberia, the Far East, the Urals, and the Central Chernozem and Nonchernozem zones of the RSFSR on 1 January 1981, in other regions of the RSFSR, Belorussia, and Kazakhstan on 1 January 1984, and in the remaining regions of the country on 1 January 1985.

The procedure will continue to operate where it is possible to raise the salaries of managers and specialists who fulfill their official duties for the sovkhoz as a whole by 10-15 percent, if the volume of agricultural output sold at the particular farm exceeds by 50 percent or more the volume of sale of output envisioned for sovkhozes in group I of labor payment for managers and specialists. The salaries of certain managers and specialists may be raised while the salaries of others are reduced by 10 percent (when ratifying the staff schedule at the beginning of the year or when accepting a person for work) within the limits of the established wages fund.

Thus, at the largest sovkhozes where the volume of sales is 50 percent or more greater than the volume of sales established for sovkhozes in labor payment group I for managers and specialists, the salary of the sovkhoz director can be up to 450 rubles a month.

According to decree No 435 of the CPSU Central Committee and USSR Council of Ministers, dated 24 May 1982 and entitled "Measures To Bolster the Material Interest of People Working in Agriculture in Increasing Production of Output and Improving Its Quality," the farm director, with the consent of the trade union committee, has discretion to raise the salaries of engineering-technical personnel and employees by up to 50 percent (instead of the former 30 percent) for high qualifications, combining occupations, and fulfillment of a set volume of work with fewer personnel. The supplement for high qualifications is established within the limits of one percent of the farm's wages fund and can be paid out of savings in this fund.

Bonus payment is envisioned for the managers and specialists of sovkhozes and other state agricultural enterprises.

They receive bonuses for the year's results:

- a. for each percent of growth in volume of sale (production) of agricultural output and in comparison with the average annual level attained in the preceding five years, in the amount of up to two percent of the annual earnings for the salary;
- b. for each percent of growth in profit compared to the average annual level attained in the preceding five years, also in the amount of up to two percent of the annual earnings for the salary;

c. for receiving profit, and for reducing losses at planned-loss sovkhozes, in the amount of five percent of the total reduction in losses compared with the average annual amount in the preceding five years, on the condition that production of agricultural output in comparison with the same years increases.

Other supplementary forms of incentive are also envisioned based on particular crops and indicators.

The total amount of all forms of bonuses to managers and specialists at sovkhozes and other state agricultural enterprises cannot exceed 60 percent of the annual earnings for the salary; at sovkhozes in the virgin lands the ceiling is 70 percent, and for all other personnel it is 40 percent. For managers and specialists at sovkhozes who also receive bonuses for overfulfillment of the plan for sale of sugar beets the total amount of the bonus rises up to 80 percent of annual earnings for the salary, on the condition that the state purchase plan for sugar beets is fulfilled by 115 percent or more.

In addition, decree No 435 of the CPSU Central Committee and USSR Council of Ministers of 24 May 1982 introduces supplementary bonus payments to sovkhoz managers and specialists for:

- a. maintaining profitability and securing the transition of a farm included in the list of low-profit and planned-loss sovkhozes and other state agricultural enterprises from special (privileged) financing conditions to standard conditions, in the amount of three months' salary;
- b. each percent of increase in the overall profitability of the farm in comparison with the level achieved for the preceding five years, in the amount of one-fourth of a month's salary each year.

The total amount of these bonuses paid to a person cannot exceed five months' salary a year. The bonuses are paid beyond the maximum amounts established earlier.

It is recommended that these conditions for labor payment and bonuses as established for sovkhozes also be used for kolkhozes.

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LABOR

BELORUSSIAN MINISTRY OF AGRICULTURE EXAMINES LABOR PROBLEM

Mechanized Contract Brigades

Moscow SEL'SKAYA GAZETA in Russian 25 Mar 83 p 2

[Article]

[Text] The experience of the republic's leading kolkhozes and sovkhozes shows that the broad introduction of the brigade contract in agricultural production is one of the major reserves for implementing the Food Program. As a rule, labor productivity in collectives using this form of organization of labor is 15-20 percent higher than in units operating under the old system.

High end results have been attained by mechanized contract brigades on the Kolkhoz imeni 24th Party Congress and "Banner of Communism" in Checherskiy Rayon; the "Road to Communism" Kolkhoz in Gomelskiy Rayon; the "Sovetskaya Belorussiya" Sovkhoz in Rechitskiy Rayon; the "Friendship" Kolkhoz in Dobrushskiy Rayon; the Kolkhoz imeni Dimitrov Tolochinskij and the Kolkhoz imeni Lenin in Dzerzhinskij Rayon; the "Subbotniki" Sovkhoz in Irevskiy Rayon, and many others.

Units operating on a contract basis stimulate the strict observance of proper agricultural technology and eliminate the striving of individual workers to surpass shift output norms at the expense of quality indicators. Work operations are no longer divided into profitable and unprofitable categories.

The BSSR Ministry of Agriculture has generalized positive experience of introducing the basic principles of collective contracts. The task posed in the current year is to see to it that each kolkhoz and sovkhoz has at least one subdivision operating on a contract basis. All oblasts have held science-production conferences on the conceptualization of progressive experience. Most rayons have already conducted seminars (based at the best farms) devoted to the introduction of the new system of organization of labor and wages. Recommendations on introducing this progressive form of labor organization have been prepared and communicated to kolkhozes and sovkhozes. It should be noted that most rayons have actively set about introducing the collective contract. What is more, the sphere of its application extends not only to crop production but also to animal husbandry, to the repair and maintenance of machinery and tractors and to other production sectors.

However, instead of making a real effort to institute the contract system, some farm managers try to adapt to the old forms of labor organization or else merely hang out a new sign. The view in some quarters is that the contract system can only be effective on large farms. However this view is refuted by practical experience.

The collective contract is needed first and foremost on farms that are faced with complex production conditions and a manpower shortage since it shifts the center of gravity of production management to economic levers.

The newly created contract links and brigades understandably attract more attention than conventional subdivisions. For this reason, in the process of forming and operating collectives, the leadership and specialists of kolkhozes, sovkhozes and agroindustrial associations should keep a close watch to see to it that the principles of the brigade contract are observed, that violations are averted and shortcomings are corrected in good time.

In the interest of greatly increasing the number of brigades and links operating on the collective contract basis, farm managers have recently been granted broader authority and new material incentive conditions have been instituted. These measures are intended to establish a closer relationship between wages and the end results of production, to motivate farmers and livestock breeders to adopt the contract system, to increase labor productivity and to reduce the size of the work force.

In particular, sovkhoz directors are authorized and kolkhoz boards are advised to fix an output-wage ratio for brigades and links operating on the basis of the collective contract not on the basis of the annual output plan but rather on the basis of an output norm that is based on the harvest yield in the 5 preceding years. Managers and collectives operating under the brigade contract have been given broader authority in particular in determining the procedures and magnitudes to be observed in granting temporary advances to members of collectives during the year pending the receipt of the product.

We regard the introduction of collective forms of labor organization coupled with job contract plus bonus system of remuneration for individual work collectives as the first stage in the effort to effect the radical restructuring of economic-organizational work on farms. On the basis of our experience, we will realize the more complex, multilevel objective of orienting individual branches and entire farms toward the end result, toward stable collective contracts. The republic has amassed such experience. On the "40 Years of October" Kolkhoz in Ivanovskiy Rayon, there is not a single production that has not instituted cost accounting and a system of collective responsibility for the final results of the work. All this helps the farm to improve its economic indicators every year.

At the same time that it directs the efforts of farm managers and specialists in instituting the brigade contract, the Ministry of Agriculture (and its agencies at the local level) will also at the same time work to improve the work and rest routine of the rural labor force.

In this regard, we are widely propagandizing the experience of the "24th Party Congress" Kolkhoz in Checherskiy Rayon where in addition to collective forms of labor organization and wages, the work of equipment operators is also evaluated on a sliding scale. The latter practice makes it possible to give equipment operators 1-2 days off at the same time that the equipment is fully utilized during the entire week. Republic collectives operating under this system already number 312.

Kolkhozes and sovkhozes instituting this work procedure could increase the machine-days of equipment operation by 30 percent and could increase annual output per standard reference tractor by the same amount. What is more, the practice of granting equipment operators regular days off significantly raises their daily productivity, accelerates the performance of agricultural work and above all largely eliminates the causes underlying the migration of rural equipment operators.

The brigade-link form of labor organization has been instituted on 5750 farms to date. These farms are at the same time using shop technologies, employing two-cycle and two-shift work procedures, the division of labor and cooperative labor, and rational forms of work incentives. In particular, the flowline-shop organization of production and labor is now used at 800 dairy farms and complexes and at the majority of large and medium-size hog farms.

Conversion to the branch structure of management, which is employed by two-thirds of the farms, will also promote the successful introduction of the new system of labor organization and wages. In the next few years, it will be necessary to introduce the branch system of management on all farms and to improve their dispatching control procedures.

Manpower, Equipment Shortages

Moscow SEL'SKAYA GAZETA in Russian 29 Mar 83 p 2

[Article by P. Sutkalenko]

[Text] Rural equipment operators are trained for Minsk Oblast by 12 rural vocational-technical training schools and 57 affiliates. Operating at full capacity, they train approximately 4000 equipment operators a year. Nonetheless Minsk Oblast farms are faced with a constant shortage of specialists in this occupation (the present shortage is in excess of 10,000).

Problems of manpower supply, inter alia during the present sowing season, were recently examined by the collegium of the republic's Ministry of Agriculture.

Specialists of the BSSR Ministry of Agriculture studied the work of the agricultural administration of the Minsk Oblispolkom; of the Slutskiy, Uzdenskiy and Minskiy rayispolkoms; and of 70 kolkhozes and sovkhozes in training and retaining graduates of vocational-technical training schools in rural areas. The result is quite a motley picture. Some rayons and farms are staffed with a relatively higher number of equipment operators and other personnel in the mass occupations. The ratio of equipment operators to tractors is on the average 140:100 on kolkhozes and sovkhozes in Volozhinsky, Kletskiy, Myadelskiy and Nesvizhskiy Rayons (compared with the oblast average 113:100). Some farms are able to get by without enlisting the aid of urban

dwellers even when field work is at its peak. This is good. But the situation throughout the oblast is not comforting. On 90 farms, there is less than one tractor driver per machine and on 52 farms there is only one driver per machine. Naturally the equipment is not used productively and the economic growth rates of kolkhozes and sovkhozes are impeded.

In 1981, oblast farms received 4187 equipment operators; 4532 equipment operators left oblast farms in the same year. Last year, 84 persons were sent from Uzdenskiy Rayon and 63 persons were sent from Minskiy Rayon to undergo training; after the training period, 19 and 11 persons returned to their respective rayons.

In speeches before the collegium, V. Zhuravskiy, chief, Department for Training Personnel in the Mass Occupations; P. Grebennikov, chief, Main Administration for Personnel; Minister P. Sen'ko, and others exhaustively analyzed the work of the Agriculture Administration of the Minsk Oblispolkom with equipment operators, revealed major shortcomings and miscalculations in this work and identified their causes. At the local level, the leadership of agricultural organs and farms devote little attention to school youth and their vocational guidance. There are no close contacts with organs of public and vocational-technical education, rural schools and training schools. The result is that only a negligible percentage of the school graduates announce their desire to acquire a grain farming occupational specialty in a SPTU [specialized vocational-technical training school]. Last year, less than two percent of those graduating from the 10th grade in Logoskiy, Minskiy, Molodechnenskiy, Slutskiy, Starodorozhskiy and Chervenskiy Rayons enrolled in vocational-technical training schools. Indeed, for the oblast as a whole, this figure is a mere 3.8 percent.

Even though the need for trained personnel is great, many farms and even entire rayons are not meeting their quotas for enrolling youth in training programs. In January of the current year, the enrollment plan of the affiliates was fulfilled by only one-half; in Minskiy Rayon, only one of three affiliates was operating and it had an enrollment of only 17 trainees. And even though the wages of tractor drivers are usually high, as we see, they are not the primary factor in keeping youth on the farm, in preparing a worthy cadre of equipment operators.

What is the problem here? Why are young people reluctant to attend SPTU's? There are many reasons, but the most important one is that the administrators of the training schools by themselves are unable to handle the annual enrollment without the purposeful help of agricultural organs of the oblast, rayons, as well as kolkhoz and sovkhoz specialists. It is a matter of indifference whether or not a young person has enrolled in school. The same is also true of his performance in school or where he goes to work. Graduates are usually assigned to jobs on the basis of their parents' place of residence without regard to a farm's personnel requirements. Another reason is that many places are not prepared to receive young workers: to offer them work in their specialty, to provide them with housing, and to assign them new equipment or at least equipment that is in working condition.

Minskiy Rayon, Uzdenskiy Rayon and other rayons do not observe the requirement that graduates receive paid leave after completing school. Not one of the farms surveyed paid grants enabling them to acquire household effects even though this is required by a decree of the USSR Council of Ministers. To be sure, these grants are awarded here and there but in various ways and usually in smaller amounts. The "Butsevichi" Sovkhoz in Minskiy Rayon paid a grant of 648 rubles to one equipment operator, 432 rubles to another but nothing whatsoever to other operators.

As we know, the equipment operator's work is not easy: he occasionally has to work day and night, in winter blizzards and in the intense summer heat. But not everywhere is enough attention paid to the equipment operators' living conditions, nor is there sufficient concern for improving the organization of their labor. Little is being done to introduce the brigade contract and work based on the sliding scale. For this reason, many equipment operators do not receive leave time or days off. On the Kolkhoz imeni 16th Party Congress in Slutskiy Rayon, only 2 out of 23 tractor-equipment operators were granted leave time last year.

In some places, the repairing of equipment is also a problem. The tractor driven by yesterday's graduate breaks down. Who is there to repair it? Very often the driver himself. But he does not have any particular skills. And so he spends a day or two -- often under the open skies -- in the vain effort to repair it. Who should help him? Someone should not only help him but should also completely repair his tractor. Naturally, this should be done by repair personnel and by the engineering service. However the misfortune is that these services are frequently small and the skill level of the repair specialists is low.

The construction of standard machine shops is an urgent question. Minsk Oblast is making slow progress in this regard. In Uzdenskiy Rayon, for example, only five farms have standard machine shops. Last year, the target of building engine yards on oblast kolkhozes and sovkhozes was fulfilled by only 45 percent (compared with 116 percent in Grodno Oblast); oil tank farms -- by 67 percent (compared with 123 percent in Grodno Oblast).

The work of the oblast administration responsible for the organization of the construction of sociocultural and service facilities was sharply criticized. Last year, not a single meter of housing was put into operation on almost half of the farms in Minskiy Rayon and eight kolkhozes and sovkhozes built one or two flats each. Half of the farms do not have luncheonettes and three lack kindergartens.

Notwithstanding the criticism, there was no particular alarm in the speech made by V. Radovich, chief of the Minsk Oblast Agricultural Administration. He declared that the 10,000 missing tractor drivers would be provided for the sowing season by rayon centers and SPTU's and that Minsk would supply rural areas with 2000 equipment operators. Thus, instead of making a painstaking, purposeful effort to train equipment operators and to retain them in rural areas, the oblast administration continues to rely on outside help, on patrons. While this can be a temporary measure, it is no solution to the problem. Without stable cadres, it is impossible to pose the question

of securing the further intensification of production and of making rational use of equipment. This is especially true at a time when we are discussing the introduction of the collective contract everywhere and at a time when we are industrializing the cultivation of farm crops. It is specifically from these positions, that members of the collegium examined the report of the Oblast Agricultural Administration and presented a fundamental evaluation of the state of affairs.

It is to be hoped that the leadership of oblast and rayon administrations will draw the correct conclusions from the constructive criticism bearing in mind the fact that the training of equipment operators and the problem of keeping them on the farm are an everyday concern.

On the basis of the collegium's proceedings, the BSSR Ministry of Agriculture issued an order articulating measures to be taken in order to eliminate detected shortcomings. Agricultural organs at the local level are ordered to ascertain the number of equipment operators on each oblast farm immediately and to institute measures to ensure the successful execution of spring field work.

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EDUCATION

HIGHER EDUCATION OFFICIALS DISCUSS GOALS, PROBLEMS

Role of VUZ Scholars

Moscow PRAVDA in Russian 22 Feb 83 p 3

(Article by V. Yelyutin, USSR Minister of Higher and Secondary Specialized Education: "The Priority of Creative Work")

[Text] At the present time Soviet higher education has subordinated its work to the multi-faceted satisfaction of the needs of the national economy for personnel. The center of its attention has shifted to improving the quality of the training of specialists and the effective utilization of the scientific potential of the VUZ scholars. This line, as indicated by the 26th CPSU Congress and specified in the party and government decrees of the last few years, has allowed us to define the tasks and ways of developing higher education under the conditions of intensifying the economy.

During recent years in practice there has been a thorough analysis of the requirements of society and production for the knowledge, ability, and skills of personnel; their skill characteristics have been defined and have been made the basis for the revision of curricula and programs in all 450 VUZ fields of specialization. Provisions have been made for a further enhancement of the role of the fundamental disciplines and the formation in our students of up-to-date economic thinking. Training has been improved for specialists in a wide variety of fields, specialists who have profoundly mastered the problems of automating social production, the creation and introduction of advanced equipment, and the rational utilization of raw material and energy resources. There has been a qualitatively greater upgrading in the level of studying modern-day computer technology, including micro-processing means--basic training in this field will be received by all categories of specialists.

It is clear, however, that merely renovating the contents of education cannot guarantee decisive success in forming the personnel staffs of the future. We need to improve our teaching methods, thereby achieving an intensification of the learning process.

Proceeding on this basis, higher educational institutions are making more and more use of problem-type lectures; in seminars and practical classes they are modeling specific production situations. More than 400 VUZ's have adopted systems of educational television, while the leading universities and institutes have proceeded to develop automated instructional complexes.

Quite a few reserves are still contained in upgrading the pedagogical standards of the instructors. Here the ways are well known--active inter-VUZ contacts, as well as improving the activity of institutes and faculties with respect to upgrading qualifications. Particular attention has been paid to improving the composition of the teaching staffs of newly organized VUZ's, along with those of the universities and institutes in Siberia, the Far North, and the Far East. The training of doctors of sciences has been expanded, graduate work by correspondence is being widely developed, and the role of psychological-pedagogical subjects is being strengthened in the organization of graduate-student training.

A new impulse to all this work was given by the decree of the CPSU CC entitled "On Further Improving the System of Upgrading the Qualifications of Social-Science Instructors in Higher Educational Institutions." While indicating ways to upgrade the ideological-theoretical and methodological level of the most important detachment of VUZ pedagogues, the decree also contains a program of actions for solving the timely problems of training, selecting, and deploying instructors throughout all VUZ departments.

The core of communist indoctrination in higher education is the formation of a Marxist-Leninist world view in the future specialists. Subordinated to this is the system of continuous teaching of the social sciences during the entire period of instruction at a VUZ. But merely theoretical knowledge is not enough here. We need to achieve a situation whereby the students grow into conscientious citizens of our society, combining a lofty sense of discipline with an enterprising spirit and initiative, an intolerance of routine formalism. Indoctrination in these matters has been aided by socio-political practice, departments of the social professions, and the patriotic movement of the student detachments.

The businesslike qualities of a future specialist are most consistently formed in the course of his becoming acclimated to his chosen profession. Therefore, we must link the VUZ's more closely with the national economy, and the entire educational process--with practical experience. Noteworthy here is the example of the Moscow Mining Institute. Production practice began to be conducted here in the form of specialized student brigades. Already in the year just past just in the Ekibastusugol' Association the future miners assimilated about 3 million rubles of capital investments, mined more than a million tons of coal, and carried out scientific studies with good prospects for the future. Two-thirds of the students took workers' jobs, and many tried their hand at engineering positions. And the main result was a strengthening of the purposefulness of training and the inoculation of the young people with a taste for the mining business. It is obviously not by chance that it was precisely this VUZ which became one of the first to place its future graduates from one to three years prior to their completion of the course of studies. Accumulated experience has allowed us to make the transition to such an organization for fulfilling personal requisitions for 220 fields of specialization. In the future this is scheduled to become the basic form of supplying specialists to branches of the national economy.

Naturally, such cooperation between VUZ's and enterprises requires mutual interest and joint efforts. Of importance for the educational institutions is a precise requisition of specialists and a rational approach to the utilization of personnel. Production facilities require an economic yield from the cooperation, intellectual "investments," and rapidly increasing material results.

The Ministry has attentively followed up on the problems which have been discussed in the pages of PRAVDA. The authors who have appeared under the general heading "Higher Educational Institutions: Requisitions for Specialists" have put forth quite a few valuable suggestions. Many of them are already being carried out. For example, a beginning has been made in the transition to organizing the placement of VUZ graduates by means of direct links with the requisitioners, measures are being carried out with respect to improving the economic, administrative, and socio-political training of personnel, as well as raising the level and increasing the effectiveness of evening and correspondence education.

However, the VUZ's could achieve much more if they encountered more frequently the concerned support of sectors of the national economy. Moreover, a consumer-type attitude toward higher educational institutions has still not been eliminated on the part of many economic managers. Despite the exacerbated situation with regard to labor resources, too little study is being carried out in the sectors of the national economy on the future needs for specialists. More than 70 Union and republic-level ministries and departments have been unable for five years now to successfully cope with the task entrusted to them by the government of working out and implementing norms for filling out their own sectors with personnel having a higher education. It is frequently the case that VUZ graduates are not being used in their specialized fields and are not being provided with housing. Problems of wages for many categories of specialists have remained unsolved. At times enterprises knowingly inflate their needs for young specialists in order to utilize them in so-called "bottle-necks" of production without taking into consideration the education which they have received. Furthermore, in construction, trade, transportation, and several other sectors the managerial functions are often performed by workers who do not possess the necessary qualifications.

It is thought that much depends here on the higher educational institutions themselves. Let's say that other republic-level Ministries of Higher and Secondary Specialized Education--in Kirghizia, Armenia, Georgia, Moldavia--have poorly studied the personnel requirements of the sectors and have worked out plans for graduating specialists without taking into account the balance of labor resources. Not everywhere is the planned placement of VUZ graduates being organized at the necessary level. It is precisely for this reason that the higher educational institutions of Tajikistan year after year are short in supplying young specialists to the national economy: almost one out of three of them does not arrive at the place of appointment. Elimination of these and other shortcomings, along with increasing the effectiveness of centralized leadership in training personnel has been

hindered, to a large extent, by the bureaucratic divisiveness of the VUZ's and the multi-level apparatus of higher educational administration.

It must be admitted that the Union ministry must also increase its administrative flexibility and mobility, increase its monitoring controls over the organization of training specialists and scientific research studies, freeing itself more determinedly from stereotyped approaches. To be sure, the leadership of the activity of VUZ's cannot be judged on the basis of certain, so to speak, "gross" indicators taken in isolation. What must serve as the principal criterion, as was pointed out at the November (1982) Plenum of the CPSU CC, are the end results of the work--the degree of satisfaction of the social requirements. It is precisely from this viewpoint that the Ministry has thoroughly analyzed the state of affairs in the higher educational institutions, worked out a well-developed program of measures for the third, crucial year of the five-year plan, having concentrated it on increasing the effectiveness of higher education, as well as strengthening plan, performance, and labor discipline. The task now consists of seeing to it that in the process of fulfilling the outlined program there is an increase in the return on investment from utilizing the potentials of the VUZ's in the interests of intensifying social production.

More than a third of all the scholars in the country are working for us. Operating in connection with the higher educational institutions are 58 scientific-research institutes, approximately 1500 problem-type and sectorial laboratories, design and technical bureaus. Moreover, VUZ science, as distinct from school or sectorial science, bears primarily a "pedagogical load": most of the research and development is supposed to serve in the formation of the future specialists' creative capabilities, to arouse their sense of initiative and develop a professional type of thinking. The leading role here must be played by the NIVSh [Scientific Research Institute for the Problems of Higher Educational Institutions]. However, the delayed emergence of this scientific center is today provoking criticism from widespread public opinion, which expects more constructive recommendations from it. At present the Ministry is undertaking measures to intensify the research studies being conducted in the NIVSh, as well as seeing to it that their topics are more relevant to our times.

At the same time, VUZ scientists can and should play a more active role in solving socio-economic problems. Definite steps have been taken in this direction during the last few years. Thus, mutual cooperation with the USSR Academy of Sciences has been strengthened, and a council has been created on the link between higher educational institutions and academic scientific institutions. In Dnepropetrovsk, Rostov-on-Don, Tashkent, and Chelyabinsk the first inter-VUZ centers for servicing scientific research studies have been opened. More than 60 All-Union, republic-level, and sectorial targeted programs have been formed, concentrated on studying such large-scale problems as, for example, the creation of robots and robotic-engineering systems, developing the oil and gas deposits of Western Siberia, economizing on energy and resources, and environmental protection. This is now a matter of transforming the VUZ into a unified, inter-sectorial research complex, functioning as a powerful expeditor of the integration of science and production.

Whether we are talking about the communistic indoctrination of students, the development of scientific research, or planning the training of specialists--qualitative characteristics should always be in the forefront. This means the following: particular attention to the quality of organization, creative discipline, high standards for personnel to live up to, strict monitoring controls on performance, and a multi-faceted development of initiative. We have quite a bit remaining to be done in order to improve the mechanism for administering higher educational institutions, to achieve profoundly solid grounds for the decisions being adopted, and to respond effectively to the change in the requirements of the economy, science, and culture.

Scientific Potential of the VUZ

Moscow PRAVDA in Russian 5 Jan 83 p 3

[Article by E. Kalinin, deputy minister and general director of the cost accounting scientific association of the RSFSR Ministry of Higher and Secondary Specialized Education: "Higher Educational Institutions: A Mandate for Research Study"]

[Text] There has been a steady growth in the role played by the higher educational institution--the forge of personnel, in which are concentrated more than half of the scholars with higher qualifications--doctors and candidates of sciences. The top-priority task of the higher educational institutions is to train specialists capable of nourishing the national economy with the achievements of science and technology. But in order to teach this to their own students, the instructors themselves must conduct research at the leading edge of science and, in a number of instances, also head up the solution of complex scientific and technical problems. Therefore, higher educational institutions need well-equipped laboratory and experimental-production centers with the most progressive forms of organization and work incentives. Then it will be capable of better arming the students with a knowledge everything new and advanced in science, technology, and engineering. That's the way it should be. And quite a bit has been accomplished to achieve this.

For example, for about three years the RSFSR Ministry of Higher and Secondary Specialized Education has been conducting an experiment the goal of which is the maximum utilization of the potentials of higher educational institutions for developing basic and applied research. Its essence lies in the organization of a cost-accounting, self-sufficient scientific association as a scientific research, experimental-design, and economic complex, basing its efforts on the new forms of planning and economic incentives.

At present the body of the association includes 79 VUZ's and 36 scientific-research institutes attached to them, 25 CAB's [experimental-design bureaus], and 32 experimental production lines. It accounts for 80 percent of the amount of the scientific-research and experimental-design work of the RSFSR Ministry of Higher and Secondary Specialized Education. In addition to this, it plans and organizes the scientific work of another hundred VUZ's in Russia which are not included within its body proper.

This association has achieved an increased effectiveness in utilizing the scientific potentials of higher educational institutions in the interests of the national economy, the comprehensive solution of inter-sectorial, regional, and sectorial scientific and technical problems. We have made extensive use of the program-target method of administration, as well as concluding economic agreements. Funds have been formed for providing economic incentives--in the VUZ's, scientific-research institutes, and OKB's, as well as centralized funds. Quarterly operational planning and economic incentives have been introduced.

Although this association is still quite young, this is the second year that its clients have confirmed an economical effect from introducing the results of merely a part of the concluded developments amounting to more than a billion rubles. New types of instruments, machines, and engineering processes have been created, successes have been achieved in searching out new methods for obtaining and transporting energy, mining and processing raw materials, and the production of other materials.

The association has actively participated in solving 29 targeted comprehensive programs of the GKNT [State Committee for Science and Technology] and 81 programs for solving extremely important scientific and technical problems, as well as in many research studies, provided for by the coordinated plans of the USSR Academy of Sciences, its Siberian Division, scientific centers and affiliates on the territory of the RSFSR, and by the plans of 59 Union and 31 republic-level sectorial ministries. This--in addition to 29 inter-sectorial, regional, and sectorial programs of the RSFSR Ministry of Higher and Secondary Specialized Education. A network of scientific and experimental-design institutions has been developed. We have rejected the customary financing of scientific organizations and replaced it with a system of requisition-contracts for the completion of specific, basic research studies, to be paid for out of funds from the state budget. Moreover, every topic is subjected to the expert opinion of scholars and a competitive selection.

It would seem that quite a bit has been accomplished during these past three years. But much more could have been done if we had not been hindered by the obsolete forms of interaction between industry and higher educational institutions and bound by legal rules which regulate scientific work.

Let me cite some facts. For almost every one of the Union ministries we carry out every year scientific-research and experimental-design projects worth millions of rubles. Basically these are economic agreements on topics of an individual nature. But it would be much more feasible to combine the efforts of many VUZ groups in the interests of the comprehensive solution to large-scale scientific and technical problems which are truly important for the progress of this or that sector. So far we have been able to convince only four ministries of this. With the support of their leading officials we have formulated programs providing for target financing and resource allocation through our pilot organizations, and we have selected base enterprises for introducing the results achieved. Work on nine such

programs is proceeding very successfully. In contact with the sectorial organizations, results are being assimilated at the base enterprises in accordance with the calendar plans.

It has proved to be more complicated to institute good order in the interaction with the republic-level sectorial ministries. Our association has at its disposal scientific work done in anticipation, and this allows for a comprehensive solution of the most diverse scientific and technical problems in the interests of the sectors, which, by the way, are in need of technical improvement of their production facilities. However, those sectors which primarily provide consumer goods and which do have considerable funds at their disposal, are practically unable to allocate the necessary portion of them for upgrading the scientific and technical level of their own enterprises. We think that there should be an expansion of the rights of the ministries and the Councils of Ministers of the Union republics to solve the problems connected with speeding up the scientific and technical progress of the sectors under their departmental jurisdiction.

Let me provide a specific example. In 1980 our association suggested that a program be worked out for reducing manual and heavy physical work for sectors under the jurisdiction of the RSFSR Council of Ministers and to take upon itself the duties of annually organizing and simultaneously carrying out many of the assigned tasks. The Council of Ministers and Gosplan supported this initiative. The association developed, and the RSFSR Gosplan approved, a concept for this program and the principles for implementing it. In conjunction with the sectors, we proposed to conduct an economic analysis of the state of affairs and, on its basis, to outline ways to reduce manual labor and to organize re-training for those workers who would lose their jobs because of this. Moreover, it was intended to make extended use of a great amount of anticipatory work by the association on new technical processes, technical means, and the progressive organization of production. We were talking about a serious program, designed for 15--20 years.

However, this matter has not moved beyond the stage of working out the concept. In order to put such a program into operation, it is necessary to centralize large funds, including capital investments, in a single set of hands. And so far we have not managed to solve this problem. We have been hindered by the detailed regulations governing the distribution of resources. In our view, it is high time to create within this republic a centralized fund for scientific and technical progress, to make the transition to a number of new forms of organizing the performance of outlined projects, and to bring the operative laws into line with the requirements of the times.

In order to improve the quality of the experiments and the rapid application of scientific-research and experimental-design work, we must significantly strengthen the experimental-production base of the VUZ's. Work has begun on implementing the general scheme of its development on the basis of inter-VUZ and inter-departmental cooperation. USSR Gosplan has aided us with modest-sized capital investments. But a powerful impetus could be given by making the transition to planning capital investments for developing science in higher educational institutions by means of targeted purposes as well as for academies. This question has been discussed for a long time but is still unsolved.

In terms of its goals, structure, system of planning, and economic incentives, our cost-accounting, scientific association is fully in accord with the requirements of the decree of the CPSU CC and the USSR Council of Ministers on improving the economic mechanism. However, this decree does not extend to us, inasmuch as higher educational institutions belong to the non-production sphere. I consider that it would be more correct to regard the association as an inter-sectorial scientific complex and to extend the effect of the decree to it.

More than 150,000 workers of higher educational institutions are taking part in the scientific research being conducted within the framework of the association. The better organized are their research efforts, the greater their effect will be. Therefore, it seems correct to grant each manager the right, within the limits of the amount allocated, to establish a ratio between the various categories of personnel.

We are experiencing a shortage of personnel, and at the same time we frequently use it badly: we keep two or even three persons where one good specialist could cope successfully. Why not entrust the managers of organizations, within the limits of the available wage funds, with the task of deciding on his own whom and how much to pay, based on the results of their work, on their genuine contribution? The following reply might be made: malfeasances would be possible, a padding of salaries "for his own people." Yes, these things are possible. But if we inquire more closely into the matter, then we must admit that malfeasances would be unprofitable for the manager, and the group would easily reveal them. The same thing would be true in the case of persons holding down more than one job. The notorious fear of malfeasances here, in the final analysis, inflicts damage to the cause.

In this country there are three categories of scientific institutions with regard to wages, depending on the "size" of the organization and the importance of the work being carried out. But it is well known that in science a "little" organization at times makes a contribution which is much more important than that of a "big" organization, and the value of a scientific result, especially a basic one, is difficult to measure in general. On more than one occasion a proposal has already been made to introduce a standardized category of wages at scientific institutions and to do this within the limits of the wage funds allocated to them. But so far everything remains as before.

It is obvious that we need to improve the laws affecting the implementation of the results of research. At present an economic agreement is practically not regarded as a plan document. For example, the recording therein of a promise by a client to introduce the results of a development accepted by him is in no way mandatory on him. Furthermore, various sectors have different types of economic agreements. They are similar in only one respect--they do not provide for a mandatory resource supply for developments.

I would like to hope that the problems raised here will be successfully solved and thereby ensure the creation of conditions for more successful work by the scholars and specialists of the Russian Federation's higher educational institutions.

VUZ Specialist Training

Kishinev SOVETSKAYA MOLDAVIYA in Russian 5 Feb 83 p 2

(Article by V. Kerdvarenko, MoSSR Minister of Higher and Secondary Specia-lized Education: "The Potential of the VUZ")

(Text) The role and place of the VUZ's and secondary spe-cialized educational institutions in implementing the Food Program has been precisely defined as follows: training personnel in the higher and secondary units for agricul-ture and the food industry, improving the qualifications of the specialists in these sectors and scientific re-search in the interests of the agro-industrial complex.

As to how these tasks are being implemented testimony has been provided by such data as the following: during the past five-year plan the VUZ's trained 8,000 specialists for kolkhozes, sovkhozes, and other enterprises of the APK [agro-industrial complex]. Of the five secondary specialized educational institutions which were opened during the last few years, four are of the agricultural type.

Training of personnel has begun in the following new fields of specializa-tion--"Use of Automatic Facilities in the Food Industry," "Organization of Services at Public-Dining Enterprises," "Organization and Administration of Cooperative Trade"....

Serious measures have been undertaken for improving the system of instruc-tion. At the Kishinev State University a Department of Genetics has been opened, and the training of specialists has begun, at the Polytechnical Institute a department entitled "Agricultural Construction" has been cre-ated, and a field of specialization has been introduced on the electrifi-cation of livestock-raising complexes.

In order to improve the quality of training personnel at the higher and sec-ondary levels, planned improvements are being made in the curricula and programs, new specialized courses and specialized seminars are being intro-duced, normative courses are being modernized, and connections with produc-tion enterprises and organizations are being expanded and strengthened. Of undoubted interest in this regard is the creation directly at enterprises of Departments of the Technology of Winemaking of the Kishinev Polytechni-cal Institute, as well Departments of the Economics and Organization of Trade and Botany of the Kishinev State University.

An important task of the republic's educational institutions is improving the qualifications of the management employees and specialists of the national economy. During the last five-year plan more than 60,000 special-ists in agriculture and other branches of the agro-industrial complex

underwent training in this system; during the present five-year plan approximately 70,000 workers employed in the sphere of food production will upgrade their qualifications.

For this same purpose at a number of sovkhoz-tekhnikums divisions have been created for training and upgrading the qualifications of secondary-level personnel (livestock-technician-organizers, agronomists, horticulturalist-organizers, technician-mechanic-organizers).

Thus, there is every reason to suppose that the system which has taken shape will allow us to ensure the fulfillment of the needs of the agro-industrial complex for specialists with high qualifications, who have a good knowledge of their work, and are capable of solving the complex technological and economic problems of present-day production. At the same time, I would like to emphasize that the process of training a specialist is far from over when he is handed a diploma. Pre-eminence in work at educational institutions, enterprises, and organizations, along with a careful and attentive attitude in the localities--these are what constitute the necessary conditions for a very rapid adaptation of a young specialist and for his emergence.

An extremely important aspect of the activities of higher educational institutions is scientific-research work. In departments and in the problem-type laboratories of VUZ's in the interests of the Food Program investigations are being conducted on a broad spectrum of problems--ranging from party-organizational work to developing specific engineering processes, machinery, and facilities.

Herein a great deal of attention is being paid to strengthening the ties between the curricular and the research processes. Students are being drawn more and more extensively into scientific and draft-design work; they are completing diploma and course projects on real topics, and they are introducing the results of their research into production and the educational process.

In accordance with the Decree of the May (1982) Plenum of the CPSU CC, specific measures have been worked out in the republic's VUZ's with regard to intensifying scientific research and introducing the results obtained into the sectors of the agro-industrial complex. Ways have been outlined for broadening and deepening studies on the rational utilization of water resources and their protection from pollution and depletion, the optimum utilization of the mineral nourishment of agricultural crops for the purpose of improving the product quality, maintaining and improving soil fertility, the complex processing of agricultural products, obtaining new nutritional products, and a number of other problems.

It was decided, moreover, that particular attention should be paid here to the question of introducing completed developments. For this purpose a project was set up to acquaint the workers of ministries, departments, enterprises, and organizations with the results of the scientific research conducted by the VUZ scientists, annotated collections of completed scientific

projects are issued, thematic exhibits and expositions are organized, seminars are conducted at enterprises and organizations, where developments have been introduced or experimental-production tests are being carried out. We plan to discuss at joint sessions of the collegiums of our ministry and the sectorial ministries on the question of the progress of introducing the scientific achievements of VUZ scholars and to outline ways of improving the effectiveness of this work.

The necessity for all these and a number of other measures is obvious. Let us speak frankly: the potential of the higher educational institutions is still far from being used in the interests of the Food Program to the necessary degree. Introductions are being carried out, as a rule, at the level of the enterprise and not of the sector. Particularly problematical is the introduction of major scientific and technical developments requiring a restructuring of production and definite material outlays. Meanwhile, we have at our disposal developments whose introduction would allow us to obtain a high economic and social effect.

Here is just one example. At the Kishinev Polytechnical Institute they have developed and proposed for introduction comprehensively mechanized lines for the utilization and complex processing of tomato seeds, grape seeds, fruit pits, and other oil-containing by-products of the food industry. The dryer unit for the pourable food materials has been patented in many foreign countries.

Calculations of the technical-economic effectiveness have shown that merely by utilizing tomato seeds and grape seeds it is possible to obtain plant oil in an amount of more than 2 million rubles a year. In addition to this, with the complex processing of oil-containing secondary raw materials, oil-cakes are produced for the mixed-feed industry, as well as crushed fruit pits, which are used in various branches of the national economy. The feasibility of such innovations is obvious; however, the broad-based introduction of the complex of machinery and lines which has been developed for processing the secondary raw material of the food and winemaking industry has been delayed because of the fact that their production has not been instituted. And the reason for this lies in the notorious bureaucratic barrier.

"The combination of science and production," General Secretary of the CPSU CC Comrade Yu. V. Andropov noted in his speech at the November (1982) Plenum of CPSU CC, "must be facilitated by the methods of planning and the system of material incentives. We must see to it that those who boldly move toward introducing new equipment do not find themselves in a disadvantageous position."

In this connection it seems feasible that major, future scientific and technical developments, directed at speeding up the implementation of the Food Program, be examined at the level of the republic's Gosplan, drawing in the leading scientists, specialists, and managers of the scientific institutions, ministries, and departments, and that, after a detailed analysis, that they be introduced into the appropriate plan for progressive technology, new materials, machinery, equipment, and other scientific and technical innovations.

The material and financial provision of the measures of such a plan could be carried out by means of the funds allocated from the received economic effect. Such an approach is particularly necessary for solving the problem of introducing innovations in the inter-sectorial plan, including, and in the first place, in the agro-industrial complex.

There are also other circumstances complicating the problem of introduction. Higher educational institutions do not possess draft-design services or experimental-production bases; they are limited by the material-technical and financial support of the stages of introduction. There is only one solution to this state of affairs--the multi-faceted cooperation among the forces and means of the VUZ's and those of the enterprises, the utilization in the interests of VUZ developments of the appropriate bases of the ministries.

Sometimes, and not without grounds, motivated by the same reasons which hold back introduction, the managers of enterprises are annoyed at the shortages of appropriate personnel. It seems to us that this problem can be solved. If it had a plan with good prospects for the experimental-industrial verification and introduction, the Ministry of Higher and Secondary Specialized Education would be able to organize a purposeful training and re-training of specialists for the appropriate enterprises and organizations. We could draw into this work scholars from the MoSSR Academy of Sciences, other scientific-research institutions, and direct into organizations and enterprises the young specialists who have participated directly in working out the measures being introduced.

Higher educational institutions comprise an enormous scientific force. The important thing is to learn how to utilize them with a full yield, in a businesslike manner.

Letters to the Editor

Moscow PRAVDA in Russian 7 May 83 p 3

["Responses from the Students"]

[Text] The editors of PRAVDA constantly receive responses to the materials presented in the newspaper on problems of the present-day educational institution. Readers discuss with interest how to ensure the reliability of personnel requisition, its purposeful, effective fulfillment, how to raise the prestige of the engineering professions. Many of them justifiably consider the following: in addition to measures of nationwide scope, we need to upgrade the responsibility of the students themselves for the results of their studies, to achieve a situation whereby the future engineers, physicians, and schoolteachers from their youth onward hold dear their professional honor, and confirm by deeds their right to a diploma. The letters which we are publishing today constitute the beginning of a conversation on this important topic.

A "Two" for the Professor

He had graduated from the institute, and in his pocket was the standard model diploma. The usual kind, edged in light blue, asserting that its owner is a qualified engineer. The young specialist goes out to the production line. And here it is frequently revealed that there is not much that he is suitable for....

But now let's return to the institute's auditorium, where such a future engineer is still, so to speak, in a "rough draft." He is studying. But how is he going about this? Studies for him begin only at the examination session, sometimes a bit too late, when his friends have already passed one or two exams. He looked something up somewhere, wrote something down, mumbled something, and... passed. And he thinks to himself in a self-satisfied way: "Well, that instructor is a pushover. I wrapped him around my little finger!"

Meanwhile, the instructor knows very well that he "stretched a point" in giving this grade. But, you know, at the council or the departmental session they will be talking again about the low pass-rate and the high drop-out rate. If you give too many "twos" [a poor mark], they think that the instructor has a low level of teaching skill. And the student will come to take a make-up exam again and again, and the dean's office will begin to inquire: "Could it really be that he does not deserve at least a 'three'?" It would be O.K. if the instructor had only one such student. But if he has several? You give in willy-nilly.

Of course, there are appropriate instructions categorically prohibiting taking such action. The instructor also has a professional conscience. All the same, one can frequently hear the following at departmental meetings: "Docent Ivanov has two 'tail-enders,' while Professor Petrov has three." And the gray-haired professor thinks uneasily that three "tail-enders" at the examination session are, perhaps, already too many for him to bear.

Need we repeat what moral damage to the education of specialists is inflicted by such a posing of the matter? Instead of getting the student used to independence and responsibility from the very first course, we give him lessons in pragmatism; we get him used to the thought that one can also get by as a dependent on the neck of the state. Yes, it is necessary to struggle for a high pass-rate, but we must not reconcile ourselves to the existence in VUZ's of Mitrofanushkas, who want to get diplomas without any effort. You know, painstaking care has already reached the point at times that it is not the student who goes to the departmental office for a consultation but the professor who hurries to the dormitory to admonish a negligent disciple.

Let me state the following fact: the drop-out rate of unsuccessful students in the country's VUZ's is not declining, even though rectors' offices demand its constant reduction. Here too there is not much that can be achieved if there is no increase in the real responsibility of the students for the results of their own studies. Is this the way, perhaps, to do away

with this indicative drop-out percentage and to plan merely the end-result of "production"--the number of specialists graduated? And to grant to VUZ's the right to increase the acceptance of freshmen depending on specific conditions. Those of them who do not prove their right to study, to conscientiously acquire knowledge, will, as soon as a year or a year and a half has elapsed, receive a definite benefit, that of working in the national economy.

V. KISLYAKOV
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By Vocation

Most of my friends in school hold dear their vocation as students; they are prepared to honorably serve the cause which they have chosen for themselves. But this is not always the case. It would seem, would it not, that there is no great harm when, out of a group of 30 persons, some five or six students cut classes every day? There is a tempting possibility here: we'll make it up later. But if one calculates this on the whole on the scale of the present-day VUZ, then it comes out that for various reasons--social, sports, personal matters--lectures and seminars are missed by tens or even hundreds of persons. Actions engender habits, and then it becomes a matter of character. Is it not for this reason that some "freshly baked" commanders of production, upon arriving at construction sites, so easily reconcile themselves with irregularities?

There is also another side to this matter. I think that it is no secret that in any VUZ, in any faculty today there are quite a few so-called "pseudo-successful" students. Although thoroughly tired of them, the deans' offices have begun to set supplementary deadlines for them to pass their examination sessions; they pass them on "conditionally" to the following course. They say that there exists some kind of norm--no more than three percent of the total student body can be flunked out. This is not to be believed. That would mean that if the idlers turn out to be two percent greater, then a unique contest would have to be announced for them--who is really the laziest?

I think that we ourselves are primarily the guilty ones in such a situation. The vocation of student must be held no less dear than that of the professional honor of a specialist. Of course, the academic group, the curator, and the dean's office can do quite a bit to aid students in coping with the difficult work of studying. But is it worthwhile to expend efforts on those who simply do not bother with their classes but rather utilize the humaneness of their teachers and friends in their own narrowly selfish interests?

It seems to me that an objective idea about each student as a future specialist is formed by the time of the third-year course of studies. Here it has already become sufficiently clear as to who is who. And let's give a person who after two years has shown neither an interest in his studies nor the embryonic stirrings of professional capabilities a certificate or, perhaps, an affidavit concerning an incomplete higher education, and send him onto the production line. Some of my friends, when we discussed this question, reacted as follows: the institute has a graduation plan like that of any

other state institution. But who needs a specialist not by vocation, merely "by the plan"?

The conscious discipline of creative work is imbued not by scoldings and admonitions. It is engendered by efforts of the mind and the heart. However, in order to arouse a person to make such an effort, both the Komsomol Committee and the study group must have the right, without looking at any percentages, to say to their comrade: if you want to study--then study. If not, then go to work. In our country the work of study occupies a special place of honor.

M. TSIKLIN,
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From Words to Deeds

Not so long ago I met one of my former pupils, Vasya S. In school he had not achieved any great successes. Vasya's parents did not encourage him to study hard. They viewed their entire duty as securing material things. And although the schoolteachers told them many times that their son was not industrious, that he did not persevere, was irresponsible, and was spending very little time in preparing his homework assignments, they went right on spoiling him as before.

And then he graduated from school and enrolled in a tekhnikum. His parents were completely satisfied: "You see, the boy has grown up and really become wiser. Within a couple of years he will become a specialist." But Vasya studied only for a semester and then dropped out of the tekhnikum. I asked him: "Why did you do that?"

"I thought it over and changed my mind. I'm going to seek another profession."

"But, you know, your studies cost the state money, and the state will not receive a specialist which it had planned for."

"Well, what of it? Am I the only one to do this?"

Unfortunately, there are quite a few such stories, and a detailed description of the many hours, months, and even years of instructional conversations with such "Vasyas" can be found in any educational institution.

There is a prevalent opinion that the educational institutions and schools themselves are to blame; they say that we have not conducted enough indoctrinal work. We have failed to convince the loafer, you see, that studies are free for him, but that they cost the state a great deal of money, and that he must be conscious of this. But, of course, from the first grade on the teachers tell the children what such studies are costing the state.

Yes, free education is an outstanding achievement of our society. But has not

the principle of non-reimbursement of state expenditures for instruction engendered among a portion of the young people the illusion that they bear no sort of responsibility for the choice of a profession, for the right to receive a secondary special or even a higher education? I am unconditionally against establishing fees for studies. But I do think that, if a student or a pupil either by his own whim or because of mental laziness drops out of a teknikum, institute, or university, then he should be obliged to reimburse society by means of his labor for at least part of the funds which were expended on him. Not by way of monetary deductions from his wages but by production work at the directions of the rayon and city ispolkoms of the Soviets of Peoples Deputies--there where a shortage of manpower has developed.

I think that such a measure would help to straighten out a certain distortion which has now been noted in the school and VUZ upbringing of youth. We will also continue to arouse in our pupils a sense of responsibility, but then our words would be reinforced by deeds.

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EDUCATION

MINISTERS, ACADEMICS COMMENT ON SECONDARY EDUCATION TRENDS

Minister Replies

Moscow IZVESTIYA in Russian 4 May 1983 p 2

/USSR Minister of Education M. A. Prokof'ev Replies to Questions from IZVESTIYA Readers: "The School: Today and Tomorrow"/

[Text] Every person no matter who he may be--worker or kolkhoz member, engineer or geologist, physician or builder--at one time studied at school. And today his children, grandchildren, or even great-grandchildren have become pupils. It is understandable that the problems of public education and communist indoctrination are of constant interest to our readers, and this is testified to by our editorial mailbag. We requested the USSR Minister of Education, M. A. Prokof'yev, to reply to certain questions from our readers.

[Question] Many letters repeat the question of how curricula and textbooks have been improved in accordance with the tasks assigned to education by the 26th CPSU Congress.

[Answer] The basic document defining the contents of school subjects is entitled "The Standard Level for General Secondary Education." It was developed as a result of a critical examination of the practice which had taken shape and its shortcomings both in educational-methodological documentation as well as in the knowledge and skills of the pupils. Its jurisdictional powers have been extended to all educational institutions which provide a complete secondary education. Here are the demands stemming from it: secondary education should provide a firm knowledge of scientific fundamentals, assimilation of the principles of the communist world view, labor and polytechnical training, moral, esthetic, and physical indoctrination.

Based on the Standard Level of Secondary Education, adjustments have been made to the existing programs. Concepts lacking in top-priority importance for the formation of schoolchildren have been excluded, requirements for the pupils' knowledge and skills have been defined, and particular attention has been paid to inter-subject links. The ideas of the new programs are already being implemented.

The next stage is the creation of textbooks in which these ideas must find the fullest possible expression. Taking part in this are large groups of scholars, methods experts, and teachers. In geometry, for example, the textbook of Academician A. V. Pogorelov is being introduced. Close to completion is work on new textbooks dealing with the history of the USSR. Textbooks on physics, biology, and some other subjects are nearing completion. But there is still quite a bit to be done here.

The creator of the lesson is the teacher. Therefore, particular attention in all methodological work is being concentrated on assimilating the experience of the best pedagogues. This will help every person to develop his own style, where a combination of scholarship and the art of teaching it are inter-connected in the best possible way.

[Question] "Work should become the measuring-rod of an individual's social prestige," labor veteran S. Mikheyev has written to the editors. "I know that new programs of labor indoctrination have been introduced, but I am worried as to how effective they are in producing results. You know, in my opinion, production work is the only thing that teaches a person." In connection with this letter, we may ask the following question: what is new in the labor instruction and indoctrination of schoolchildren; how is labor instruction tied in with vocational guidance?

[Answer] Comrade Mikheyev is correct in saying that socially useful production work does educate a person. Let us note that specific training and instruction are necessary for such work.

In recent times there has been a significant growth in the number of educational workshops at enterprises and in educational-production combines. Approximately 4.8 million senior-class members are enrolled in them. During the last school year out of 2.5 million graduates about 1.7 million pupils successfully passed the qualifying exams. Tractor skills and the fundamentals of farm equipment, automotive skills, industrial specialties, housing, municipal, and everyday services--secondary-school graduates have been trained for work in all these sectors in accordance with their own choices.

Approximately 50,000 field-cultivation and machine-operating brigades combining most of the secondary-school pupils and senior-class members are constantly operating in the rural areas. These brigades work in the fields and farmsteads of sovkhozes and kolkhozes according to a definite schedule. During the summer vacation city schoolchildren also participate in labor associations.

Schools are continuing work on further improving labor training in accordance with the requirements of the national economy.

[Question] "I have read with interest in IZVESTIYA about the classes in moral indoctrination which are being conducted in the schools of Georgia. I think that such classes are necessary everywhere," writes the librarian I. Dementiy from Minsk. How is the experience of Belorussia, Georgia, and Armenia with

the moral indoctrination of pupils being expanded, and what kind of work is being conducted along these lines?

[Answer] The moral indoctrination of the young people is determined by the entire structure of the life of the school, including, in the first place, the activities of the Pioneer, Komsomol, and other social organizations. The foundations of morality are laid down in the lessons. In such disciplines, for example, as history and the social sciences, the foundations of the state and the law, the requirements of society with regard to the morality of the rising generations are presented. Literature courses are directed at inculcating ideological convictions, a sense of honor, and industriousness. Music, drawing, and participating in socially useful work--all these subjects are aimed at inculcating lofty moral qualities.

We are also paying a great deal of attention to extracurricular work. The "Model Contents of Indoctrinational Work in School" which has now been adopted helps the teacher to more effectively organize it depending on the age of the schoolchildren: talks on ethics with pupils from Grades 1--7, an elective course entitled "Foundations of Communist Morality"--in the eighth grade. In certain republics this course has been made compulsory. It includes the widest possible circle of problems: attitude toward the Soviet Motherland and fidelity to the ideals of communism; attitude toward work, toward working people, and the people's property; collectivism, comradeship, and friendship; goodness, responsiveness, modesty, a sense of justice; a sense of honor and the capacity of keeping one's word; conscious discipline and high standards of conduct; the active, vital point of view of Soviet Man, his intolerance of evil and indifference. The necessary manuals have been issued dealing with these topics.

[Question] "People are now talking and writing a great deal about the transition to teaching children beginning at the age of six. How are the school and the kindergarten being combined in this respect, what is the optimum program, and, finally, what results have been shown by pilot experiments? I asked this specifically because I have a daughter whose birthday falls in April; she is a well-developed, healthy little girl, but by September she will be only six and a half, and they say that they will not accept her in school," writes D. Kuznetsova from Moscow. What reply can you give to her questions?

[Answer] The teaching of six-year-old children in preparatory classes has already been developed quite extensively; they encompass about one million children. By way of experiment instruction of this age group is conducted on a five-day week in the preparatory classes of schools and in the older groups of kindergartens. A primer and several other textbooks have been developed. The program is constructed, taking into consideration the age and health of the children and the schedule of their attendance in schools which resemble somewhat the kindergarten schedule. Initial results of the experiment show that the children assimilate the program material well and, when matters are set up correctly, they do not become tired.

As regards the question of D. Kuznetsova's daughter, it would be best to enroll her in a preparatory class. But so far not all schools have them. The USSR Ministry of Education has granted permission to the local organs of public education to enroll in the first grade children who have not reached the age of seven, if a pediatrician concludes that there is no counter-indication for instruction and if the child will reach the age of seven during the current calendar year.

[Question] "It has become known that schools are gradually making the transition to free textbooks. It's a good thought, but nothing much is coming of it. Many books are needed for more than one year, especially in order to review past material or to study up on a poorly mastered section of this or that course," writes the mother of a fourth-grade pupil, N. Vakar from Armavir. "Where can graduates of the ten-year school get textbooks in order to prepare for VUZ's?"--inquires S. Kul'kov from Irkutsk.

[Answer] As regards school graduates and those pupils who need books for the purpose of review, they can always get them in the school library.

Today the school library holdings already amount to approximately 500 million copies of textbooks. The transition to their free use is nearing completion. Our apprehensions that textbooks would not last for four years (the time period for a regular publication in full circulation) have, fortunately, proved to be groundless. Some losses of books due to various circumstances are compensated for by the publication of partial circulations.

At the same time there has been a growth in the circulations of educational-methods literature for teachers: didactic materials, lesson plans, etc. The "Prosveshcheniye" Publishing House has issued fictional works in the series entitled "The School Library" in circulations in the millions of copies (as well as textbooks). It has already published "War and Peace," "What Is To Be Done?", "Crime and Punishment," and "Virgin Soil Upturned."

[Question] "I have read the article entitled 'The Young Family'--about the experimental course in preparing senior-class members for family life, and I became interested in what is being done to check up on and test out this course. Of course, this is a very necessary matter and very difficult," writes a mother of a 16-year-old daughter, the agronomist I. Bel'tsova.

[Answer] An experimental variant of the standard program course for pupils in Grades 9-10 entitled "Ethics and Psychology of Family Life," has been developed. It is calculated to last for 34 hours: spread over 17 lessons in the 9th and 10th grades. The course contains an examination of such problems as the inter-relationship between man and society, the labor group, and the family; it treats problems of the moral fundamentals of the inter-relationship between young fellows and girls, reveals the basic values of the family, and places particular emphasis on its role in rearing children.

Educational-methods developments have also been compiled. Based on these materials, more than 7,000 9th-grade pupils have been studying since January 1982 in 200 experimental schools.

Preparation of an educational manual on the new subject is being carried out. We have calculated that beginning in the 1984/85 school year the course entitled "Ethics and Psychology of Family Life," will be introduced into all the secondary schools of the country.

Question/ "In an editorial entitled 'The Village School--Concern and Attention,' the newspaper wrote about the fact that it is necessary to increase the teacher's authority and to create for him all the conditions for fruitful activity. And a great deal has been done along these lines, especially in the village. Nevertheless, teachers are not being retained in the schools; after a year or so they are often changed. And they really could work better with the children," writes V. Kostenko from Vinnitsa Oblast. What is being done to improve the quality of the training and the "retaining" of teachers in villages and in cities as well?

Answer/ The curricula of pedagogical educational institutions--institutes and colleges--have been brought fully into line with the new educational programs. They will be introduced beginning in the 1983/84 school year. The necessary educational-methods literature is also being prepared.

During the last few years there has been considerable improvement in the quality of teaching the psychological-pedagogical disciplines. The course entitled "Methods of Educational Work in School," has become compulsory; the courses entitled "Vocational Guidance of Schoolchildren" and "Educational Work in the Vocational-Technical School," have been introduced into the curricula of a number of fields of specialization. The range of topics in specialized courses on psychological-pedagogical problems has been expanded to include the following: "Theory and Methods of Lecturing Skill," "Operational Methods of a Class Leader," "Pedagogical Skills," "Indoctrinating Schoolchildren, Based on the Life and Activities of V. I. Lenin," "Psychological-Pedagogical Fundamentals of the Activities of Pupils' Production Brigades," "Economic Indoctrination of Schoolchildren." All this will allow us to likewise improve the quality of professional-pedagogical knowledge.

Particular attention is being paid to training teachers for work in village schools. In particular, there has been introduced the non-competitive acceptance of young persons from those regions where they must work. The targeted training for pedagogical VUZ's obligates the schools and public-education organs to meticulously select student candidates, while the pedagogical educational institutions must structure the process of instruction in such a way that the young people do not break off their ties with their own regions--that they perform their practice teaching in the schools of their own region and take part in pedagogical conferences. I think that we must gradually introduce into practice the training of teachers "on demand" from the number of "their own" candidates.

And, of course, in order that the teacher remain working in the village school to which he has been sent, we must exhibit a respectful and concerned attitude toward him, as well as creating normal housing and everyday living conditions. Experience has shown the following: in places where the local Soviets

are genuinely concerned about this the problem of "retaining" personnel does not arise.

Work Training Discussed

Moscow PRAVDA in Russian 4 Feb 83 p 3

[Article by S. Shermykhamedov, UzSSR Minister of Education: "Proven by Practice"]

[Text] In the disputes which theoretical pedagogues conduct around the question of labor indoctrination in the school the decisive argument--"what is indicated by practical experience"--often escapes notice. It seems very evident that it is not by chance that this escapes notice. Because, of course, if serious attention were paid to this, then there would no longer be the necessity for disputes, people would have to consider experience, persistently introduce it, and this would be far from simple. In Uzbekistan they have not been afraid of doing this. The CP CC and the government of this republic have concentrated the efforts of educators on the requirements of the national economy. On this basis the UzSSR Ministry of Education has adopted a firm course aimed at training within the secondary general-education school working personnel for industry, agriculture, construction, transportation, communications, and everyday services.

This past school year in our republic about 250,000 young fellows and girls graduated from the tenth grade. And some 150,000 enrolled at VUZ's, tekhniums and other secondary specialized educational institutions, vocational-technical schools, and in various courses. Naturally, the schools must give some thought to the lot of their remaining alumni. And the best thing which they could do in this case is to provide these alumni with a specialization which would allow them to calmly and confidently secure work in production, to rapidly master up-to-date equipment on the basis of skills and labor habits acquired in school.

We begin this work from earliest childhood, starting with the pre-school institutions. At first we acquaint the children with the work of adults, inculcating in them an interest and respect for labor, and then we directly organize practical activities for the children, utilizing all possible labor assignments and tasks requiring group participation.

Uzbekistan's educational workers are striving to bring about a situation whereby every future citizen will be imbued with the need for productive labor and will have a firm understanding of the unbreakable law of society: "He who does not work shall not eat."

Today one of the most important forms of training young pupils for labor in the sphere of material production consists of the inter-school UPK's /educational-production combines/, which have been organized everywhere. Without any doubt it may be stated that the UPK's comprise the most important connecting link between the school and the production line.

Within a brief period of time in our republic 513 inter-school UPK's were opened in all oblasts, rayons, and cities with the active help of party, Soviet, public organizations, enterprises, kolkhozes, and sovkhozes. Most of them have up-to-date equipment and skilled personnel at their disposal, and they conduct many different types of production guidance.

The UPK's of our republic now offer schoolchildren a choice of 143 occupations, encompassing 502,000 pupils in Grades 9--10. Upon completing school, the graduates receive two documents--one concerning their secondary education and another concerning their acquisition of this or that occupation.

Already during the period of their studies schoolchildren have manifested outstanding labor capabilities. Thus, this republic's UPK's upon the assignments of enterprises, kolkhozes, sovkhozes, and other institutions annually turn out products worth a total of more than 10 million rubles.

Let us acquaint ourselves, for example, with the experience of the UPK of the Kuybyshevskiy Rayon of Tashkent. This UPK encompasses approximately 4,000 pupils in 31 schools. It provides instruction in 17 specializations. In the 1980/81 school year out of 1,704 pupils from 10 grades, 1,219 acquired workers' skills. Of these, 312 persons went on to study in their chosen occupation, 381 are employed in production within the occupation acquired by them, while the remainder are working in other sectors of the national economy. It is important to note that this UPK provides training in combined occupations with regard to certain fields of specialization.

In addition to the UPK's, the interests of labor training are also served by schools with production instruction, pupil production brigades, camps of labor and rest and recreation, group activities, and many others. In school workshops, in school-sponsored experimental sections, and in kolkhoz and sovkhoz fields which have been set aside for pupils the process of training and habituating young persons to the production of material goods is carried out. The children see that their labor is being merged into the labor of their republic and is bringing happiness to people.

A traditional form of labor training in our country is the participation of schoolchildren in cotton-harvesting work. This is dictated not only by educational feasibility (the social maturing of pupils takes place more actively in such real work), but also by production needs. Therefore, the schools have correctly counted upon the fact that the farm managers everywhere create the necessary everyday conditions for the pupils, make the appropriate changes in organizing work in the fields, and, naturally, introduce the machine picking of cotton more rapidly. That is the way the question has been posed by the CC of the CP of the republic, and we are confident that by means of common efforts the situation will be normalized and the lessons in the field will be beneficial for all concerned.

The republic's organs of public education are paying particular attention to seeing to it that the labor instruction and training of schoolchildren is organically linked with the skills being acquired in lessons. The

deepening of polytechnical fundamentals, the formation of interest in specific occupations of industrial and agricultural work, the purposeful reinforcement of already-existing habits are all facilitated by the production instruction, socially useful and productive labor of the senior-class members.

In the light of these requirements programs of labor education have also been improved. In order to prepare handbooks for each occupation, activists were selected from among the best specialists in the given sector. It must be admitted, however, that a very great deal must still be done to improve the quality of general-educational training for the republic's organs of public education.

The process of the emergence of inter-school UPK's has brought forth a number of problems on the solution of which depends the stability of pedagogical groups. The fact is that teachers and skilled production instructors are working in the same pedagogical group. And both categories are carrying out one and the same function--instructing and training the young pupils. Moreover, in accordance with the well-known established norms, leave from work is granted to production instructors on the basis of who has been the longest on the production line. The same thing is true in the case of wages. Of course, the interests of the production instructors have been considerably infringed upon. We must give some thought as to how to solve this problem. It is high time we did so.

Under present-day conditions every graduate of a secondary general-educational school should not only be placed into this or that occupation. Upon graduating from school, he should, in the first place, have already mastered specific habits of working in social production, and, in the second place, be capable of quickly adapting himself in production groups, to cooperate with his comrades at work. This is undoubtedly a complicated task, but it will be within the powers of the school if industrial and agricultural enterprises become its co-authors and assistants in labor training; moreover, only exemplary enterprises should be used here, those furnished with advanced equipment, having a healthy micro-climate in the group. Adolescents must see from their very first steps in an enterprise (whether this is an excursion or a period of labor practice) a genuinely scientific, up-to-date organization of work. This will be a decisive condition in forming the adolescent's attitude toward production--whether it repels him or attracts him, interests him in the attractive, complex world of present-day equipment and technology.

We must appoint master-instructors for the pupils, persons who possess not only a long period of production service but who are quite sensitive, attentive, tactful, in short, people who know today's youth, who know how to live with its interests, to understand its demands, and to accept its sorrows and joys. They must know how to teach young persons such knowledge, skills, and habits which would be closely, organically, and dialectically coordinated and interwoven with the tasks of production; and they must reveal the great educational possibilities which are contained in the very process of labor.

... They say that the truth is born 'n disputes. But in labor training the truth was born long ago in practical experience: the school must and can through its inter-school UPK's (of course, without belittling by one iota the role and importance of vocational-technical schools) prepare labor resources for the country.

Education Quality Examined

Moscow SOVETSKAYA ROSSIYA in Russian 2 Apr 83 p 1

/Article by F. Filippov, doctor of philosophical sciences and professor:
"The School: A Path to Improvement" /

[Text] The following phrase has become a commonplace: "School prepares one for life." And the dispute over how successfully the school is performing this task, what the level of its pedagogical and organizational activities should be has also become a commonplace. And people forget in this connection that the school is an inalienable part of social life with all its complexities and problems; it is not located somewhere "outside" of that life. In a country where universal, compulsory secondary education has been implemented and confirmed by the Constitution, where more than 16 percent of the country's population is enrolled in general-educational schools alone, public education is a component part of the socialist way of life.

It is not merely through the destinies of its own alumni that the school is connected with the life of society. Its activities directly affect the interests of millions of families, while in itself it experiences the multi-faceted consequences of the growth of their material prosperity, cultural level, and the achievements of scientific and technical progress. The school does not operate in a vacuum, but rather in a specific social environment, under the specific conditions of a given city, oblast, and republic. Its activities are affected by socio-territorial and national differences. And because all these multi-faceted links cannot always be recognized from the narrowly departmental viewpoints of the organs of public education and the workers in the field of pedagogical science, it is natural that social sciences are not without disputes. However, its contacts with philosophers, sociologists, and economists are still insufficiently firm. To be sure, quite a few conversations have been conducted on the benefits of cooperation among scholars. But the multi-faceted connections between the school and life must be studied not by conversations but by deeds, and they must be universally strengthened. And, above all, we need to think about how to facilitate the growth of the social effectiveness of education, how to overcome everything which is hindering this today.

We justifiably lament the fact that we have not yet succeeded in achieving a high quality in the general-educational training of all young persons. What are the reasons for this? They are rooted not only in the various individual capacities of children and not in the operational characteristics of this or that teacher or pedagogical group. Obviously, we must not overlook the fact that our society has certain social differences. With regard to the quality of knowledge, rural schoolchildren (naturally, not every one

of them) still lag behind the city schoolchildren, graduates of evening (shift-type) schools--behind the graduates of full-time day schools, pupils at ordinary schools behind those at specialized schools, etc.

But should the school passively wait until this anomaly completely disappears ? Can it actively intervene in this process and speed it up? Yes, it can. Above all, it needs to equalize the pre-school training of children. This will be facilitated by the transition to teaching children from the age of six on, as begun in accordance with the directives of the 26th CPSU Congress. Simultaneously with this process, it would also be possible to correct certain "distortions" in the organization of the network of pre-school institutions.

It has long been known that children who have attended kindergarten study much more successfully in school than do their "stay-at-home" peers. And today the "younger" the city and, consequently, the more children there are in it, the more acute, as a rule, is this problem--a shortage of children's institutions. The reason? Above all, in the obvious neglect by the departments responsible for supplying the new enterprises and the cities attached to them with the essential social needs of the population. It is no secret that in a number of cases financial, material, and labor resources have been concentrated, in the first place, on facilities of production importance and not on those of social-everyday significance. This abnormal phenomenon was pointed out in the recent decree of the CPSU C. entitled "On Measures to Ensure the Fulfillment of Plans for Building Apartment Houses and Social-Everyday Facilities." Sociologists have been talking for a long time about the need not only for production-economic but also social planning of new construction sites, the necessity for planning new cities, and rigorous consideration of the social infra-structures. But these recommendations are still being introduced too slowly into practice, and this also affects the solution of social problems in the sphere of education.

Or such a well-known fact as the following: a significant number of kindergartens are created using the funds of enterprises, and, after they are put into operation, they remain under the jurisdiction of the trade unions. Only the duties of pedagogical guidance are imposed upon the organs of public education. This would seem quite equitable. But often in the large cities children live far away from "their own" kindergarten, and "journeys" on municipal transport are hardly beneficial to them. And, meanwhile, those persons living close to the departmental kindergartens vainly seek to obtain places for their children. Do we have to retain such a practice any further?

For many years now we have recognized the advantage of having a single client for building housing, the allocation of which is put under the control of the local Soviets of People's Deputies. Should we not proceed along this same path in building children's institutions and, in allocating places in them, take into account not only the employment but also the place of residence of the parents? Should we not also concentrate in the hands of the local Soviets the means for their maintenance so as to avoid unjustified "bureaucratic" privileges--in supplying food products, ancillary aids for games and classes, furniture, in organizing summertime rest and recreation for the children, etc.?

These questions are not simple. But they have been set forth by life itself, and they must be solved in the interests of leveling out the quality of the training of children in school, their physical and mental development.

Of course, the quality of knowledge, skills, and habits of schoolchildren is determined not merely by the development of their pre-school training. We are speaking about this as one of the important factors which exert a direct influence on the school.

Another group of problems is connected primarily with the rural school: without decreasing the services to rural inhabitants, including those in the most remote and sparsely populated points, how can we provide training for children which is equal in quality to that provided by the city schools? Here too it is not so simple to find answers. If in some cases sending children to large boarding-schools provides a solution, in other cases-- curtailing the network of small schools and developing a network of boarding-schools produces a negative social effect. It is a well-known fact that closing down merely one modest-sized school in a remote village often brings about a mass shift of tens of families closer to the "consolidated" school and... somewhat farther away from the fields and farmsteads. The organized conveying of children to schools is fine when there is continuously operating special school transportation and when the roads are good. Obviously on these questions too the final decision should rest with the ispolkoms of the local Soviets. It would also be feasible to grant them broader possibilities for handling the financial resources of education, for the long-range and--most importantly--the socially (and not only economically) well-grounded deployment of schools and boarding-schools. Needed here is a strategy the thrust of which is determined by the plan for the social development of the rayon. With the creation of RAPO [rayon agro-industrial association], there appeared new possibilities for cooperation, and these should be rationally utilized for solving the social problems connected with public education.

School matters cannot be successfully developed without the genuine skills and self-assurance of the teacher. A great deal has been done for the training of pedagogical staffs, for raising their qualifications, creating better material-everyday and cultural conditions. Nevertheless, problems still remain. For example, recruitment at pedagogical institutes today draws on far from the best-trained graduates. A certain portion of the graduates of pedagogical VUZ's, according to the data of the sociologists, have a negative attitude toward the profession of schoolteacher, and its prestige even in the eyes of certain of the educational workers themselves remains not too high. We cannot reconcile ourselves to this. We entrust to the pedagogue the most valuable thing--the future of our society, and we must be assured of the high quality of his work. Furthermore, the demands which under the conditions of the NTR [scientific and technical revolution] are made upon the teacher are constantly increasing.

A negative influence is still being exerted by the well-known formalism in evaluating the results of a school's work by the percentage of graduations and by the number of those who have enrolled in VUZ's. Life moves forward,

and a great deal has changed, but the indicators of social statistics and accountability relating to the school have not undergone any substantial changes whatsoever during recent years.

There are, unfortunately, also other urgent problems of the contents of the school's educational and indoctrinal work. As is known, in determining the mandatory amount of general-educational knowledge, there was a manifestation of subjectivism until recent times. This led to an overloading of the school programs with material which was far from the requirements of practical work and difficult for the children to assimilate. At the 26th CPSU Congress justifiable criticism was uttered with regard to this question. It is clear that the difficult-to-understand sections of mathematics, physics, and other disciplines are the most complicated for those pupils whose parents are still at a relatively low level of education. The well-known penchant for the natural-science disciplines, in my opinion, has sometimes narrowed down the influence on the schoolchildren of the subjects in the humanities--history, literature, and others. This is also extremely undesirable: a weakening of attention paid to humanistic education in the school is fraught with the danger of serious lacunae in the formation of a harmoniously developed individual personality. The inclusion in the school course of social sciences of excerpt-type information on philosophy, political science, and the fundamentals of scientific communism cannot always compensate for systematic knowledge about history.

In recent times many pedagogues have spoken with understandable alarm about the substantial "gaps" in the humanities training of young fellows and girls. It is clear that without a profound knowledge of history and literature we cannot inculcate a genuine Soviet patriotism, socialist internationalism, other very important moral qualities, and a high level of political culture.

At present we are concerned about the status of the labor training of pupils. In particular, SOVETSKAYA ROSSIYA has also written about this topic on several occasions. Such a concern is understandable. Improvements in labor training are required by the basic interests of socialist society. Widespread recognition has been acquired by the UPK's, agricultural brigades of schoolchildren, and other forms of labor organization of adolescents. This work is having an increasingly notable influence on their vocational orientation, on the growing prestige of workers' and rural occupations. This has also been established by the sociological studies of recent years. However, the participation of schoolchildren in productive labor has quite often been replaced by "playing at work," i.e., by exercises which do not yield any actual results. And instead of a love for work, a pride in it, and a responsibility for its results, what is inculcated here is a light-minded attitude toward production.

I think that this has happened because the school has still not occupied the foremost position in work on vocational guidance. As testified to by the data of sociological studies, only about one and a half or two percent (!) of schoolchildren choose their future occupation under the influence of their

teachers or centers of vocational guidance. I think that we ought to create a specialized service for vocational guidance and attract various types of specialists to this work--sociologists, medical people, psychologists, rather than constructing unprofitable calculations based on the activity of pedagogues alone.

Much has been accomplished by the school: great problems have been solved and are being solved by the army of pedagogues. But life requires continuous improvement. And, of course, it is the viewpoint of life, of practical experience, and the requirements for the social development of society which will be the deciding factor in determining the further prospects for the school's development.

Problems of Student Population Decline

Minsk SOVETSKAYA BELORUSSIYA in Russian 26 Mar 83 p 2

/Article by A. Sivakov, scientific staff member of the BSSR Academy of Sciences Institute of Economics: "Where Should One Go To Study?"/

/Text/ The mid-1970's, scientific staff member A. Sivakov noted, turned out to be a unique and very important "watershed" for the entire system of this republic's public education, dividing two qualitatively different situations.

From 1960 through 1974 the number of graduates from the daytime eight-year school in the republic more than doubled--from 91,000 to 196,000 persons, while those graduating from the secondary school grew from 36,000 to 155,000. Since the second half of the 1970's the number of persons graduating has rapidly decreased: in 1981 only 152,000 graduated from the eighth grade, whereas 102,000 persons completed the tenth grade. As calculations have shown, school graduates will not increase during the 1980's and 1990's.

The reasons for this are well known. During the second half of the 1970's the eighth grade was completed by children whose mamas and papas were born during the hectic war years.... According to the computations of the demographers, during the wartime years only half the number of children were born as in the years of the previous decade. The reduction of the birth rate during the 1970's is leading to a situation whereby right up until the end of the current century we must not expect any sort of substantial increase in school graduates.

During the 1960's and 1970's there was a rapid growth in the acceptances at higher, secondary specialized, and particularly at vocational-technical educational institutions. During those years there were enough school graduates to fill up all the units of education. Moreover, tens of thousands of former schoolchildren every year went into production, acquired an occupation and a field of specialization, thereby creating a unique "reserve" of young persons, who after two or three years of work, having passed their production probation period and earned certain privileges, made attempts to enroll in further study programs. But already in 1978 the number of those accepted in VUZ's, tekhnikums, vocational-technical schools, and technical

schools (just in the BSSR system of State vocational education) for the first time exceeded by 6,000 persons the number of graduates of the daytime eight-year school. And if we count those accepted at military schools, maritime schools, various departmental schools, those called up for army service or who went outside the republic to study, then this excess turns out to be even more significant. (The author has omitted the individual studies engaged in by graduates of the eighth and tenth grades, which would only complicate the exposition of the problem).

During recent years in the republic a situation has taken shape which is different in principle from that of previous years, when the total number of persons being accepted at VUZ's, teknikums, vocational-technical schools, and technical schools began to steadily and greatly exceed the annual number of school graduates.

If at the end of the 1970's one could widely utilize the "reserve" of young persons which had accumulated during the previous years, then in the long-term future one cannot count on this source seriously; its significance will decrease. This is understandable. School wisdom is gradually being forgotten. Family matters and labor concerns curtail the possibilities for study. This is convincingly shown by the results of exams at VUZ's and teknikums: there has been a reduction in the number of graduates in the last few years. There has been no growth in the number of "probationers" storming the "barricades" of the entrance exams. Nor has there been any increase in the number of those desirous of becoming auditors in the preparatory divisions of the VUZ's so as to automatically receive their student tickets after passing the graduate exams. Consequently, all units of education will be geared more and more toward the graduates of schools during the current year.

However, to recruit pupils for the VUZ's, teknikums, vocational-technical schools, and technical schools, when the acceptances to them are growing but the primary and numerically rigidly limited resource--the eighth-grade graduates--is being reduced, is becoming more and more complicated. The solution will have to be sought in structural changes. If further increase in acceptances at all units of education has become impossible--there are simply not enough school graduates for this, then we must give preference to a certain unit, considering it as the main one, decisive from the point of view not only of today's interests but even more so from the point of view of tomorrow's future interests of the national economy as well as implementing the ideals of our society. Certain units will have to remain at the presently occupied levels or even be curtailed in order to free up resources for directing the "main blow." The policy of developing individual units must be replaced by a policy of developing the integrated system of public education, taking into consideration all the multi-faceted ties and inter-dependencies with the national economy, the population, etc. But which unit of public education should be curtailed? Let's analyze a few figures.

The number of graduates from the daytime ten-year schools is decreasing under the influence of the following two factors: a decrease in the graduates of the eighth grade and a simultaneous increase in the acceptance of eighth-graders at teknikums, secondary, and ordinary vocational-technical schools.

The proportion of graduates of the daytime ten-year schools enrolling at VUZ's during the year in which they graduate from schools has decreased from 36 percent in 1970 to 28 percent in 1981. (Let us note in passing that these figures disprove the opinion concerning the orientation of the ten-year school graduates exclusively toward studies at VUZ's.)

At the same time the alumni of secondary vocational-technical schools and technical schools, despite the rapidly growing graduations, have not yet become a notable source for VUZ recruitment. Under these conditions, naturally, there has been an expansion of the acceptances at VUZ's of tekhnikum graduates: during the last ten years it has more than doubled, and 27 percent of the VUZ acceptances are tekhnikum graduates. Almost one-fourth (22 percent) of all graduates of secondary specialized educational institutions enroll at VUZ's. (Actually the figure is even greater: tekhnikums comprise more than 60 percent of the ten-year school graduates, and they can enroll at VUZ's not by diploma but by certificate, especially if the profiles of the VUZ and the tekhnikum do not coincide.)

Is this good or bad? Let's think it over. The enrollment of more than 10,000 tekhnikum graduates at VUZ's means a loss of millions of rubles spent on their secondary specialized training. Moreover, the utilization of educational classrooms, dormitories, pedagogical and technical personnel at four out of five tekhnikums automatically becomes uneffective; they could have provided over the three-year period an increment to the national income amounting to many millions of rubles.

Furthermore, the instruction of young persons who have enrolled after the ten-year school at a tekhnikum and then at a VUZ leads to a loss of several years of a labor contribution from each one of them to the intellectual potential of the society.

But perhaps there are substantial advantages precisely in the fact that they have acquired three additional years of higher education? All the more so in that a reduction of a year in the term of instruction has been established for tekhnikum graduates in certain fields of specialization? Unfortunately, there are still no proofs of an increased creative or labor yield from VUZ graduates also possessing tekhnikum diplomas. In the overwhelming majority of cases the tekhnikum and VUZ specializations have not even turned out to be related at all.

But what is the author driving at here? To curtail the training of "sergeants" of industry and to appoint "lieutenants"--VUZ graduates--to their posts, even though this is more expensive? But if recruitments at VUZ's are compensated for by a proportional reduction in the acceptance at tekhnikums in this republic by approximately 10,000 persons, then it would turn out that 10,000 "lieutenants" could be acquired already, so to speak, for half-price or almost at the price of "sergeants" and, let us note, without any loss of quality.

Clearly, this is a provisional and simplified example. It is not just a matter of rubles. It is not really too complicated to change the proportions between

the VUZ's and the tekhnikums--the state, after all, has only one pocket and, therefore, departmental partitions are not an obstacle in principle. Nor is it the most complicated thing to extend--with such "castling"--the VUZ figures to wages and stipends. It is more complicated to solve something else, We must build new educational wings and dormitories, and we must train new professors and docents ahead of time. We must think of how to utilize the base of tekhnikums and how to find employment for workers who have lost their jobs. To be sure, here too all is not without hope. Especially in cities where frequently the VUZ and tekhnikum "windows face each other day and night," divided only by a street or a road. This is precisely the manner in which the Minsk Radio-Engineering Institute and the Minsk Radio Tekhnikum are situated right next to each other; they are under the jurisdiction of a single ministry and provide training for "sergeants" and "lieutenants" in closely related fields of specialization. Why not begin right here with them? One way or another three out of four graduates of the radio tekhnikum turn up at the MRTI [Minsk Radio-Engineering Institute].

Another approach would also be possible. As far back as the 1920's the idea was put forth of transferring to VUZ's the best tekhnikum pupils prior to their finishing their terms of instruction. This would also be a way of reducing inefficient expenditures. Why not try it out and see what comes of it?

Of course, any one of such variants has its own sticky place. But under the conditions whereby the number of school graduates is already insufficient to cover the needs for filling out all the units of secondary education and the VUZ's, a solution must be sought out. I do not consider my own proposals to be the only possible ones. But it would be useful not simply to criticize them but to put forth other, perhaps, more feasible ways to solve the problem.

This is required both by the demographic situation and by the increased level of education of young people, which the tekhnikum graduate is no longer capable of handling: his general education is the same, while his performance skills are undoubtedly lower than those of a graduate of a vocational-technical school or a technical school. It is hardly necessary that in the future acceptances at tekhnikums exceed acceptances at VUZ's by a factor of 1.5 so that for every one engineer we train three or four technicians, as is presently the case with regard to certain fields of specialization.

We also need to re-examine the intra-unit structures. I think that, along with the secondary vocational-technical school, it would also be feasible to improve the extremely economical (taking into account the interests of merely these same VUZ's) "tandem": a secondary school plus inter-school UPK's or technical schools. All the more so in that in both cases we obtain skilled workers with a secondary education.

Of course, to solve all these problems--in a comprehensive and systematic manner--would be difficult and, perhaps, not within the powers of a single individual department. But such a plenipotentiary republic-level organ as

Gosplan would be able, I think, on a state-wide, inter-departmental level to solve the problem of in what direction an integrated system of public education should be developed and what should be the level of development of its units. Obviously, we also need a scientific center where comprehensive research studies would be conducted on the economic, social, pedagogical, and other questions of the development and functioning of an integrated system of public education not from the departmental point of view, as is the case today, but from the nationwide point of view. Nor should the possibilities for the substantial improvement of the system of public education be neglected by them.

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